

## TERM OF REFERENCE (ToR)

### FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

#### I. GENERAL INFORMATION

<b>Services/Work Description:</b>	Recruitment of Program Design/Development Specialist
<b>Project/Program Title:</b>	Community Security and Access to Justice
<b>Post Title:</b>	International Consultant
<b>Consultant Level:</b>	Level C (Senior Specialist)
<b>Duty Station:</b>	Addis Ababa with travel to regions
<b>Expected Places of Travel:</b>	Regional States
<b>Duration:</b>	Three-months
<b>Expected Start Date:</b>	Immediately after Signing the Contract

#### II. BACKGROUND / PROJECT DESCRIPTION

Ethiopia has historically typified a policy of utmost hospitality towards refugees, to date, the state continues to be one of the largest refugee hosting states in the world and has maintained its long-standing open-door policy of providing humanitarian assistance and protection to those seeking asylum on its territory. Ethiopia is currently host to the second largest population of refugees in Africa, with over 855,000 refugees from nineteen countries. The Gambella region hosts 43.4% of the total number of refugees in the state, of these 65% are under 18 years of age, 89% are women and children and 17% are youth. Although the Gambella region is endowed with plenty of natural resources it remains one of the poorest regions in Ethiopia due to ethnic tensions and disputes over land ownership. The refugees and their host communities face issues relative to environmental degradation, lack of access to quality of education, health and water services, droughts and the areas are underserved in terms of socio-economic investment opportunities and development endeavours. These tensions have been further aggravated and compounded by additional destabilizing factors, including human trafficking, fast paced communal changes and pressure on social and economic infrastructures caused by the influx of refugees fleeing the South Sudan conflict since 2014.

The Government of Ethiopia has made positive strides towards the humanitarian-development nexus by designing a National Comprehensive Refugee Response (NCRR) Strategy which benefits both refugees and host communities. The strategy is designed in line with the New York Declaration on Refugees and Migrants (Sep 19, 2016 NYD) at the UN Summit on Addressing Large Scale Movements of Refugees and Migrants. The strategy envisions refugees and host become socio-economically active and self-reliant global citizens.

In pursuit of these aims, anchored under the Governance and Democratic Participation Programme (GDPP) is a five-year, multi-stakeholder programme spanning from 1 June 2017 to 31 December 2021 and managed by UNDP, the Project Initiation Plan (PIP). The PIP seeks to address issues relating to justice, legal aid, community security and human rights protections in both refugee and host communities in a more inclusive and sustainable manner in accordance with Ethiopian legal and local administrative structures and international refugee protection standards. The PIP will be implemented through Gambella Regional Bureaus of Finance and Economic Development, Justice, Administration and Security, Administration for Refugees and Returnees

Affairs, University of Gambella, Police Commission, Supreme Court with support from UNDP and UNHCR will all play specific roles in attaining objectives of the PIP.

The key result areas of the programme include:

1. Strengthening of formal and customary rule of law mechanisms in both refugee and host communities;
2. Improved livelihood and economic development in the Gambella Region;
3. Promoting access to justice, refugee protection and community safety in sustainable manner and;
4. Enhanced peace, resilience and durable solutions to vulnerability.

As per the request of the Administration for Refugees and Returnees Affairs (ARRA), UNDP, Ethiopia Country Office, is looking to hire an international program design/development specialist to lead a team of experts/specialists to design comprehensive refugee response action plans and appropriate implementation guidelines. This Terms of Reference is defining the scope of the work and the requirements of the specialist to provide technical assistance in the form of short-term consultant.

### **III. OBJECTIVE**

The overall objective of the consultancy is to operationalize the NCRR strategy through designing comprehensive spatial and temporal plans, supported by appropriate tools and mechanisms. Specifically, this assignment is to provide technical assistances to enable the ARRA to prepare high quality fundable five-year action plan (area-based and national action plans) and comprehensive implementation guidelines.

### **IV. SCOPE OF THE WORK**

The International Program Design/Development Specialist will work as a lead of the core team and will be the main resource person within the core team and responsible for preparing, delivering and ensuring quality products: Action Plans and Implementation Guidelines. Key areas that the international consultant to fulfill in line with the general tasks are summarized as follows:

#### **i) Tools and Instruments for the Action Plan and Implementation Guidelines**

The tools and instruments will be established/set based on the reviews of national and international experiences, and lessons drawn from the relevant refugee response interventions and complementary interventions in country

#### **ii) Preparation of Action Plans**

The action plans will be developed for each strategic pillar, including a clear monitoring and evaluation framework. The action plans will follow spatial planning approach. Refugee context and scenario analysis, including analysis of host communities' situation in refugee operational areas, is required to determine the targets. The analysis will help estimate and determine the resource requirements and funding sources.

A detailed realistic five-year action will be designed, which will be updated based on mid-term review. The action plans will be derived from the result framework, ensuring the engagement of the stakeholders and overall coordination and implementation capacity. The preparation of the action plans will follow the following processes and actions.

#### **a) Result framework**

- Situation analysis;
- Determine baseline information based on Scenario Analysis for setting results and targets;
- Determine temporal results and targets.

#### **b) Action Plans**

- Define contents of the action plans (areas of refugee responses and host communities support; specific outputs and activities by response pillars; implementation arrangement; action plans budgeting; and monitoring and evaluation system);

- Prepare draft area-based and consolidated action plan documents;
- Consultation workshop on the draft action plans at federal and regional levels;
- Prepare final draft action plan documents, incorporating comments.

### iii) **Preparation of implementation guidelines**

The NCRR strategy requires clear and comprehensive implementation guidelines. The implementation guidelines will:

- a) clarify the main concepts and issues of the strategy;
- b) present a set of directions and actions towards putting the strategy into practice;
- c) guide the preparation of the implementation guidelines;

The implementation guidelines consider experiences of other existing complementary programme in view of adopting guidelines and implementation modalities tailored to the six strategic refugee response pillars; and capacity of stakeholders at various levels, and more focused on capacity of stakeholders at grass-root level. The guidelines will bring about a consensus and better understanding of the processes; and they provide inputs and guides on how the strategy is translated into practices. The implementation guidelines will also inform the action plans and vice versa.

In the process of preparing action plan and implementation guidelines, the following results will be attained:

- a) Inception Report (Review of national and international experiences and drawing lessons that inform the action plans result framework, specifying targets and indicators; and outlines of the implementation guidelines);
- b) All tools and instruments that guide the generation of information and the contents of the Action Plans and Implementation Guidelines;
- c) Area-based and consolidated National Action Plans and Implementation Guidelines documents.

The consultancy will draw on the following assessments and guiding documents:

- Global UNDP-CRRF strategy;
- Partnership plans (UNDP-UNHCR);
- UNDPs Strategic Plan (2018-2021)-Draft;
- UNDP Ethiopia's proposed strategic intervention in the CRRF (draft);
- Ethiopia's Roadmap to CRRF;
- Roadmap for the Implementation of the Federal Democratic Republic of Ethiopia Government Pledges;
- National Disaster Risk Management Strategic Program and Investment Framework;
- Ethiopia's Job Compact Project Roadmap – identify opportunities that could be tapped-on the Jobs Compact in the region (the Jobs Compact initiative is launched between Government of Ethiopia, World Bank, European Union, European Investment Commission and DFID);
- Enhancing Public Service Delivery for Accelerated Development Outcomes in Four Regional Development States (Programme Doc+ Terminal Evaluation Report);
- Emergency Livelihoods Restoration and Peacebuilding support for Host Communities affected by Refugee Influx and Disaster in Gambella (Project Doc + Status Report).

## **V. EXPECTED OUTPUTS AND DELIVERABLES**

- Consultation workshops organized in refugee-hosting regions and areas;
- Regional plans and budgets;
- National plan, consolidating the regional plans, budgets and results and resources framework;
- NCRRS-NAP Implementation Guidelines.

Interim reports must be prepared every month during the period of implementation of the tasks. There must be final draft documents: action plan and implementation guidelines documents submitted by the national livelihoods and job creation program design/development specialist at the end of the period of implementation of the tasks. The final draft documents must be discussed with stakeholders at distinct levels through organizing consultation and workshops, once completed it will be disseminated and shared with wider stakeholders.

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception Report	0.5 Month	UNDP/ARRA
2	Regional plans and budgets	1 Months	UNDP/ARRA
3	National plan, consolidating the regional plans, budgets and results and resources framework.	1 Months	UNDP/ARRA
4	NCRRS-NAP Implementation Guidelines	0.5 Month	UNDP/ARRA

#### IV. METHODOLOGY

The methodology will include: desk review of documents prior to the field mission, interviews with government counterparts, key stakeholders, donor partners, UN agencies in Ethiopia, field visits, meetings and interactions at local level, observations and analytical work. The preparation of both the action plans and implementation guidelines will, however, be undertaken simultaneously through iterative approaches and methodologies.

- Conduct desk reviews to identify and summarize the refugee and host community's' experiences, which will serve as inputs to both action plan and implementation guidelines. This review should focus on international/regional experiences and national practices (Federal to grass-root levels). Based on the desk review, and lessons from international/regional and national evidence, determine the implementation features of refugee responses that limit or enhance spatial and temporal actions. existing programs that may limit the employment and earnings impacts of the reviewed programs. The literature reviews to draw lessons will consider relevant studies and program documents, including interviews and discussions with relevant key stakeholders;
- Prepare outline of the action plan and guidelines, including defining field visits and analytical studie
- Field-based consultations and analytical studies at the same time for the preparation formulation of action plan and the preparation implementation guidelines. For the five regions and the refugee operational areas, discuss, assess and identify context specific issues, appropriate interventions, implementation modalities. The consultations and assessment will be complemented by focused group interviews of refugees and host communities, local level actors to obtain a full picture of the features of refugee response and host communities support, implementation modalities, etc;
- Determine the contents of action plans and implementation guidelines based on the lessons drawn from the desk review and field-based consultations, assessments and analytical works;
- Set result framework, including baseline and targets, and prepare action plan. Preparation of guidelines goes hand in hand with the action plan preparation;
- Consultation on the action plan and implementation guidelines to gather additional inputs and validate the products;
- Preparation and submission of Area-Based and national Action Plans and Implementation Guidelines Documents.

## **V. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

The IC will be supported by a Country Office-based core team comprising of the Team Leader Inclusive Growth and Sustainable Development, Team Leader (Governance), Programme Specialist (Governance) and Disaster Risk Management Specialist. It will also receive support from the Programme Officer and Programme Assistant (Emergency Livelihoods Project-Gambella).

## **VI. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC**

UNDP will be responsible for

- a. Local travel arrangements to Regions (out of Addis Ababa);
- b. Arrangement of meetings and workshop(s) related to the assignment.

## **VII. DURATION OF THE WORK<sup>1</sup>**

The engagement of the IC will be for three months. It should be combined with technical assistance of the national consultant.

## **VIII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)**

### **Academic Qualification:**

The International Program Design/Development Specialist must have advanced university degree (at least master's degree) in program management, rural development, development economics, agriculture, public policy, or other relevant social sciences. Areas of specialization could include: economic development, environmental planning, land use and comprehensive planning.

### **Experience:**

- A minimum of 10 years of experience in the rural development sector, designing and managing multi-stakeholder complex programs in a developing country including in crisis and complex contexts, at the international level;
- Proven experience of designing complex programme and preparing implementation guidelines, funded by multilateral (e.g. the World Bank) and bilateral organizations;
- Practical exposure to relief-development nexus – e.g. food security, livelihoods, job creation, social/business enterprise development, value chain, etc.);
- Relevant professional experience, including international experience, in rural development, policy analysis, and project development/management. The successful candidate will have experience in a range of issues/themes – rural/urban linkages, provision of socio-economic services through a system of settlements, sector analysis, project/programme planning, management, monitoring and evaluation;
- Previous experience in protracted refugee and influx programming is highly desirable;
- Facilitation and training skills highly desirable;
- Experience in project design, implementations and evaluation.

### **Language:**

Fluency in English with excellent written and oral communications skills. Knowledge of the local language is an asset.

---

<sup>1</sup> *The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.*

**Other:**

- Experience in the usage of computers and office software packages (MS Word, Excel, etc.)
- Advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems and ERP financials, preferably PeopleSoft would be an added advantage.

**Competencies*****Corporate Capacities***

- Ability to lead the design and implementation of UNDP programme activities, strengthening of strategic partnerships for early recovery;
- An understanding of the current political and economic policies in Ethiopia and in the horn;
- In-depth practical knowledge of programmatic issues regarding transition from humanitarian assistance and relief to recovery/resilience;
- Strong knowledge of community-based economics development and poverty related issues and approaches.

***Technical/Functional Skills***

- In-depth practical knowledge of programmatic issues regarding transition from relief to recovery;
- Strong knowledge of community-based economics development and poverty related issues and approaches;
- Ability to lead the design and implementation of UNDP programme activities, strengthening of strategic partnerships for early recovery in a protracted crisis setting;
- Ability to build and sustain effective partnerships with UN agencies and advocate effectively, communicate sensitively about CRRF;
- Understanding of the region, cultures, and economic conditions.

***Managerial***

- Excellent communication, interpersonal and liaison skills;
- Ability to work under pressure and travel to multiple sites in remote locations;
- Good participatory skills, including the ability to foster teambuilding and facilitate meetings or workshops.

***Behaviour***

- Ability to work in harmony with persons of different national and cultural backgrounds.

***Functional Competencies***

- Knowledge and/or special skills such as analytical skills, conceptual, leadership, report writing, research skills, presentation skills, decision making, communications abilities, teamwork, working in diversity, emotional intelligence, ... which will prove to be advantageous and vital to the success of the work implementation, especially if the assignment's setting/situation is unique or has peculiarities (e.g., communication skills and teamwork, familiarity with the key issues confronting refugees and host communities.

**IX. 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.
<b>Point Technical Competence (based on CV, proposal &amp; Interview (if required))</b>	<b>70%</b>	<b>100</b>
• <b>Criteria a.</b> Minimum educational background		<b>10</b>
• <b>Criteria b.</b> Experience in similar projects and contracts		<b>15</b>
• <b>Criteria c.</b> Understanding the Scope of Work and Methodology		<b>30</b>
• <b>Criteria d.</b> Analytical and Communication Skills		<b>15</b>
<b>Financial (Lower Offer/Offer *100)</b>	<b>30%</b>	<b>30</b>
<b>Total Score= Technical Score *70% + Financial Score * 30%</b>		

## X. PAYMENT MILESTONES AND AUTHORITY

Instalment of Payment/Period	Deliverables or Documents to be Delivered	Approval should be Obtained	Percentage of Payment
1 <sup>st</sup> Instalment	Inception Report	UNDP/ARRA	20%
2 <sup>nd</sup> Instalment	Regional plans and budgets	UNDP/ARRA	20%
3 <sup>rd</sup> Instalment	National plan, consolidating the regional plans, budgets and results and resources framework	UNDP/ARRA	30%
4 <sup>th</sup> Instalment	NCRRS-NAP Implementation Guidelines	UNDP/ARRA	30%

## XI. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested consultants with renewed license and TIN must submit the following documents/information to demonstrate their qualifications:

1. Technical Proposal explaining why the applicant is the most suitable candidate for the work and providing a brief methodology on how they will approach and conduct the work (including a breakdown of working days). The consultancy will be conducted with 90 days. The applicant/s must attach CVs of experts including experience in similar projects and at least 3 references;
2. Financial proposal (including professional fees and travel costs).

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly; your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows:

Proposed Table of Contents	Page
<b>TECHNICAL PROPOSAL COVER PAGES</b>	
Cover Page (use the template hereto)	
Cover Letter (use the template hereto)	
Statement of Declaration (use the template hereto)	
<b>SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM</b>	
1.1. Letter of Motivation;	
1.2. Proposed Methodology;	
1.3. Experience in similar consultancy and/or project;	
1.4. Implementation Timelines;	
1.5. List of Personal Referees;	
1.6. Bank Reference.	
<b>SECTION II. ANNEXES</b>	
Annex a. Duly Signed Offeror's Letter to UNDP confirming Interest and availability (use the template hereto).	
Annex b. Duly Signed CV	

**Documentation Checklist** (please refer to the checklist attached hereto)

## **XII. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS**

- The consultant needs to apply standard ethical principles during the evaluation. Some of these must deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- The consultant 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 consultants under the assignment shall become and remain properties of UNDP.

## **XIII. ANNEXES TO THE ToR**

- Existing literature or documents that will help Offeror 's gain a better understanding of the project situation and the work required should be provided as annex to the ToR, especially if such literature or documents are not confidential.

## **XIV. HOW TO APPLY**

Interested consultant with required qualification and experience must submit the following documents/information to demonstrate their qualifications:

- Technical Proposal explaining why the applicant is the most suitable candidate for the work and providing a brief methodology on how he/she will approach and conduct the work (including a breakdown of working days). The consultancy will be conducted within three months;
- The applicant/s must attach CV including past experience in similar projects and indicating at least 3 references;
- Financial proposal (including professional fees and travel costs), separate from the Technical Proposal. Application procedures can be down-loaded from UNDP web-site.