

Country: Ethiopia

Description of the assignment: Capacity Assessment of the Ministry of Water, Irrigation and Energy and Project Document Development

Project name: Accelerating Technical capacity of Ministry of Water, Irrigation and Energy to attain GTP-II targets and implement Climate-Resilient WASH

Position Title: International Consultant

Start date: As soon as possible

Duration of assignment: 60 working days

Duty Station: Addis Ababa

I. BACKGROUND

Ethiopia is endowed with huge amount of water resources. The country's renewable surface and ground water amounts to 123 and 2.6 billion cubic meters per annum respectively. This has a potential to develop 3.8 million ha of irrigation and 45,000 MW hydropower production. Despite these untapped resources, the country's economy is highly dependent on rain fed agriculture.

As part of the Second Growth and Transformation Plan (GTP-II) and Vision 2025, the Ministry of Water, Irrigation and Energy (MOWIE) is mandated to develop and operate infrastructure projects in: water supply and sanitation, irrigation and drainage and hydroelectric power development in order to achieve the GTP-II targets that also help to achieve Climate Resilient Green Economy (CRGE) and the 2030 Agenda for Sustainable Development Goals (SDGs). Concomitant to the infrastructure development and management, MoWIE has the mandate to set and carry out national policies in the water, irrigation and hydroelectric power sectors.

However, the successful completion of water, energy and irrigation projects in a timely and cost- effective manner is very low. Anecdotal observations and industry literature reviews reveal that many big water resource projects don't get off the ground, are abandoned mid-way, do not meet quality specifications, lag far behind schedule and stray from the initial scope.

The Ministry has noted a considerable performance gap related to technical and management skills compatible to the current large-scale development and monitoring and evaluation requirement. This capacity gap is restricting Ethiopia's ability to achieve the targets set in GTP II and the large-scale project performance entrusted to MOWIE as well as able to implement new transformative visions and strategies that accelerate the envisaged results. Observable barriers to effective organizational capacity within the program management function include:

- Cultural resistance to organizational changes ;

- Lack of qualified personnel;
- Limited financial and institutional capacity;
- Weak organizational control and procurement systems;
- Limited access to, and deployment of, IT to support the program management function.

In order to develop the ministry's capacity in line with its long term goal, it is believed that a systematic capacity assessment should be conducted with the aim to identify critical capacity gaps and propose strategic and tailored capacity development strategies and develop a comprehensive Capacity Development Project Document that would guide the ministry for the next 3 years and beyond UNDP in collaboration with UNCIEF would thus like to commission an individual level consultancy for a comprehensive capacity assessment of the Ministry of Water Irrigation and Energy leading to the development of tailored capacity building strategy and project document that would enable the ministry to deliver on its core mandates more effectively and efficiently.

II. OBJECTIVES AND SCOPE OF THE CONSULTANCY

The objectives of the consultancy are to:

1. Undertake a capacity gap assessment of the Ministry of Water Irrigation and Energy (MoWIE) and propose strategic capacity development responses based on the UNDP Capacity Assessment Framework;
2. Develop a comprehensive capacity development project document which can enable the ministry to advance and accelerate the implementation of GTP II plan as well as flagship programs such as CR-WASH and development of medium and large scale irrigation projects with clear prioritization of interventions for the next three-four years.

III. SCOPE OF THE WORK

The consultancy service will be based in Addis Ababa and aims to conduct capacity gap assessment of the ministry to plan, implement, monitor and deliver key targeted interventions particularly in the GTP II as well as CR-WASH programs. In addition, the consultancy work is expected to develop a response strategy for the identified gaps but following a multi-layer, consultative and comprehensive approach. This is expected to be guided by **UNDP's capacity assessment framework**. The methodology to be applied would involve the three levels of capacity development (individual, organizational and institutional) at the various levels of the Ministry operate at (national and regional) and would be expected to provide capacity development plans that address these three levels. The exercise should move away from the traditional capacity building approach: it needs to be purpose-oriented and make reference to international practices, standards and norms when it comes to the functions of the ministry of Water, Irrigation and Energy.

The consultant is also expected to prepare a Project document relevant to the context that addresses:

- Project Result Framework
- Development planning, management and governance, how to achieve institutional goal

- Policy and implementation gaps, advocacy strategies
- Approach to innovation
- Medium to long term priorities
- Design to generate solution at scale
- Strategy for achieving results
- A modular approach to programming, thematically and geographically
- Proposed resource mobilization and partnership strategy

In general, the consultancy is expected to perform the following major tasks;

- **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 interviews and focus group discussions. Review of best practices from other countries or other ministry in the country will also form an essential part of the assessment.
- **Identify development partners supporting the Ministry:** During the capacity assessment, the consultant is to look in detail interventions by other donors and development partners supporting the Ministry of Water, Irrigation and Energy 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.
- **Formulate project document:** Based on the capacity assets and needs identified, develop a project 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) initiatives) 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 project document is expected to include: the expected outcome contribution, outputs, indicators, targets and cost of the project.

IV. TASKS AND RESPONSIBILITIES OF THE CONSULTANT

The tasks of the consultancy includes, inter alias:

1. Review of the mandates of the Ministry of Water, Irrigation and Energy(MoWIE),the national water policy and strategy and other relevant laws;
2. Review GTP II targets and performance, WASH and irrigation development plans;
3. Assess and review the mandates of the Directorates of MoWIE mapping their responsibilities and relationships between the Directorates and agencies;
4. Review and identify gaps of water sector technical guidelines, standards and protocols in use by the ministry;
5. Asses the efficiency and effectiveness of the Directorates under the MoWIE in exercising their current mandates;
6. Asses the budget allocation, work procedures, and their adequacy to the mandates of the different Directorates

7. Review the working relations between MoWIE and Regional States water offices;
8. Assess the qualification and experience of the current staff and evaluation of overstaffing or understaffing situations
9. Assess the training needs of the staff to accomplish their duties ;
10. Analyze, consolidate and produce capacity gap assessment report with capacity building plan for short, medium and long term implementations.
11. On the basis of the above-mentioned assessments, develop a comprehensive Project Document to address the gaps therein;

V. METHODOLOGY

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, 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:

- **Points of entry:** these are the three levels mentioned above. Each of these levels can be the point of entry for a capacity assessment. The three levels interact, with each level influencing the other through complex co-dependency relationships.
- **Core issues:** These are the capacity issues that are most commonly encountered across sectors and levels of capacity: 1) institutional arrangements; 2) leadership; 3) knowledge; and 4) accountability. Not every assessment needs to cover all four issues, and it can be amended based on its relevance and appropriateness to the Ministry of Water Irrigation and Energy.

- **Functional and technical capacities:** These are necessary for creating and managing policies, legislations, strategies and programmes. The following functional capacities are key: 1) engage stakeholders; 2) assess a situation and define a vision and mandate; 3) formulate policies and strategies; 4) budget, manage and implement; and 5) evaluate. Various technical capacities may also need to be assessed, depending on the situation and; they may be added to the set of functional capacities as required.

The Consultant is expected to undertake the capacity needs assessment by employing appropriate methods and review best practices in the structuring and functioning of other countries whose experiences are relevant for Ethiopia. Specifically, the consultant is to:

- Examine existing strategies
- Identify major gaps
- Conduct consultation meetings with key partners and identify potential partnerships and resources
- Formulate a capacity development project document

The consultant is to undertake detailed capacity needs assessment and identification of requirements of the Ministry in areas of Information Management System, Internal Results Management System, National Long, Medium and Short-term Development Planning, Monitoring and Evaluation of the National Development Plan including Sustainable Development Goals with effective Monitoring and Evaluation Tools and Instruments.

In general the assignment will be conducted through and using various methods such as but not limited to:

- Desk review of relevant documents
- Interviews with MoWIE staff and relevant stakeholders
- Any other methodology deemed appropriate by consultant for achieving the objectives of the consultancy.

VI. DELIVERABLES

The following are the key deliverables of the consultancy work:

1. Inception report showing the approach and methodology that the consultant will follow in preparing the capacity assessment and the project document preparation within five days signing the contract;
2. A draft capacity assessment and gap analysis report;
3. Final capacity assessment report for the long-term capacity development of the Ministry of Water Irrigation and Energy and water sector in general;
4. A draft Project Document;
5. Final comprehensive Project Document incorporating comments and suggestion of MoWIE, UNDP and other stakeholders

VII. DURATION OF THE ASSIGNMENT AND TIMEFRAME FOR DELIVERABLES

The consultancy service shall take a maximum of 60 working days

VIII. COMPETENCIES, ACADEMIC QUALIFICATION, EXPERIENCE AND LANGUAGE

The Consultant is required to have the following educational background as well as professional and technical qualifications. The consultant should have a blend of relevant professional experience and background in the following:

- Master's degree in water resource/ irrigation /agricultural engineering, organizational management, or other relevant field.
- Demonstrable understanding and knowledge of water sector issues;
- Knowledge in organizational and institutional development of the water sector;
- Knowledge in water resources development
- Demonstrated knowledge in institutional processes and procedures of water sector , in particular WASH planning and implementation, irrigation and drainage and basin development; including project planning, reporting, implementation, management, monitoring, evaluation and learning;
- At least 10 years work experience in similar assignment

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. Point
Technical Competence (based on CV, and Proposal)	70	
▪ Criteria a. Educational relevance:	10	
▪ Criteria b. Understanding the scope of work and organization of the proposal	40	
▪ Criteria c. Experience of similar assignment	20	
Financial (Lower Offer/Offer*100)	30	
Total Score	Technical Score * 70% + Financial Score * 30%	

Instalments of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st instalment	Inception Report	"	20%
2 nd instalment	First Draft	"	30%
3 rd instalment	Final Report	"	50%