

Terms of Reference

Consultant for REDD+ Investment Plan (RIP) Training and Capacity Building Needs Assessment

GENERAL INFORMATION

Services/Description:	Training and Capacity Building Needs Assessment
Project/Program Title:	REDD+ Investment Program
Duty Station:	Addis Ababa with field travel to assessment regions
Type of the Contract:	National Consultant (Individual)
Duration:	70 days
Expected Start Date:	Immediately after concluding the contract agreement

I. BACKGROUND / RATIONALE

To achieve its national CRGE targets and support the global efforts of mitigating the adverse effects of climate change Ethiopia has become one of REDD+ implementing countries. A REDD+ Investment Plan (RIP) has been prepared by the Environment Forest and Climate Change Commission (EFCCC) in close collaboration with UNDP with funding secured from the Government of Norway. The program is implemented through a coordinated effort of federal Environment Forest and Climate Change Commission and Ministry of Finance and Economic Cooperation (MoFEC), at Region, Zone and Woreda level offices and with technical assistance from UNDP through the Forest Sector Transformation Unit. The RIP has three main components including Afforestation and Restoration (AR); Reducing Drivers of Deforestation and Forest Degradation (DD) and Forest Sector Transformation.

The Forest Sector Transformation Unit (FSTU) has been established to support forest sector transformation needed to achieve the ambitious targets set out in the CRGE, REDD+ Strategy, NFSDP and GTP II goals. The FSTU has the mandate to develop rigorous project execution capabilities. In this regard, the FSTU works closely with the National REDD+ Secretariat (NRS) for RIP DD component and IS-FSDP for RIP AR component to identify opportunities and gaps where additional investments in capacity building is required to drive transformational changes in the forest sector to produce sustainable results. The NRS and ISFSDP are responsible for the day-to-day implementation of project activities together with stakeholders at Regional, Zonal and Woreda level. Strengthened capacity to effectively perform these key functions is of critical importance and training needs assessment is a pre-requisite to undertake capacity building activities. The UNDP would like to commission a firm to undertake the training and capacity building needs assessment. Currently the RIP covers 113 Woredas where a total of 244 national, regional and woreda level staff are implementing the project in five regions (i.e. Amhara, Tigray, Oromia, SNNPR and Gambella).

II. OVERALL OBJECTIVE

The overall objective of the assignment is to identify the existing skills and competencies and prioritize spotted knowledge and skill gaps to design trainings that would enable the RIP team to effectively support the implementation of RIP and to develop a training plan for skill's upgrading.

III. SPECIFIC OBJECTIVES

The training need assessment will be conducted to;

- 1) Identify key technical and functional capacity gaps that needs to be bridged to successfully implement RIP;
- 2) Prioritizes key training needs in order to develop a training plan for skill upgrading, and
- 3) Develop monitoring and evaluation tools to measure the progress trained staff make in enhancing the efficiency of project implementation

The assignment focuses on assessing skills, attitudes and knowledge needs; and institutional capacities and enabling environment needed to implement the RIP. More specifically, it will focus on existing staff capacity, skill and knowledge with the view to identify training needs for the staff to perform the expected functions and roles for transforming the forest sector, The training needs assessment shall clearly outline the key findings and provide, recommendations. The assignment can also identify recommendations regarding how the enabling environment and institutional arrangements could be improved, at the national regional and woreda level for better staff retention as well as utilization of acquired skills. This assignment should not be taken as re-profiling

or changing the structure and institutional arrangements and the consulting firm is not expected to spend time and exert energy on this; rather look into enabling environment and institutional framework/arrangements which would impact utilization of acquired skills.

IV. METHODOLOGY

The consultant is expected to undertake this assignment through a combination of methods (desk review, structured and semi structured interview /key informants' interview/, observation, focus group discussions, workshops and questionnaire survey. The firm may employ training gap analysis, training feasibility analysis, training needs and identification of needs analysis, analysis of the goal, task, target groups and the context. The firm needs to engage the teams from NRS, IS-FSDP, FSTU, all regional forest and environment staff and RIP project personnel and project managers at Regional, Zonal and Woreda levels, involved in the design, implementation and execution of the assessment. Suggested methods include

- 1) Interviews key project implementing stakeholders, including staff members of the REDD+ Secretariat, and EFCCC Senior Managers, key stakeholders including the REDD+ Steering and technical committee members at the Federal, Regional and Woreda level, who have involvement and roles in resource management, coordination and provision of technical support and oversight in the project implementation.
- 2) Develop an inception report and convene a meeting to get report validated
- 3) Application of appropriate assessment tools

The consult is expected to select representative sample Woredas in the five regions for conducting interviews with RIP field staffs to proportionally represent the five regions. In general, the NC will be in charge of presenting a feasible and practical methodology for the assessment, though at least 20% of the REDD+ Woredas (about 25 Woredas) need to be covered.

Specific Tasks

The Consultant will develop a training plan for national, regional and woreda level implementing partners, who directly and indirectly contribute for the forest sector. The NC is expected to clearly articulate why trainings are needed, who needs to be trained, how the trainings will be conducted and provided (workshops, trainings, visits.), when the trainings be conducted.

The Consultant will be required to do the following tasks:

- (1) Identify and document the roles and responsibilities of key RIP implementing partners, particularly the institutional landscape at the level of region, zone and Woreda
- (2) Review current training and capacity building methodologies applied by RIP and develop recommendations for future training need assessments
- (3) Conduct rapid capacity and training needs assessment of each key project implementing partners;
- (4) Develop a training plans with clear themes, time schedule, responsibilities, training level (e.g. policy maker, technical staff, officer), levels (e.g. basic, advanced) and estimated budget (if any). This plan should provide focused RIP training activities and may include other areas of capacity building that may be carried out by other stakeholders;
- (5) Develop M&E framework for close follow up of trainees' performance improvement
- (6) Develop competence-based training plan for National and Woreda Level RIP implementation
- (7) Identify areas for supporting implementation capacity for RIP (AR and DD components) in developing monitoring & evaluation system and baseline data collection

V. DELIVERABLES AND PAYMENT SCHEDULE

The consultancy assignment is expected to produce three deliverables (1) inception report that includes the outline of the methodology, details of the evaluation for training, (2) an assessment report with key finding and recommendations and (3) a tool for following up the performance improvement of the trainees. The deliverables should be reviewed and validated in a workshop involving RIP staff and stakeholders.

Installment of Payment / Period	Expected Outputs:	Required Completion Date	Approval should be obtained from	Percentage of Payment (%)
1 st installment	An inception report, which should be submitted to the Forest Sector Transformation Unit within 7 working days after the signature of the contract and the receipt of relevant documents for desk review. For survey, semi-structured interviews and/or self-assessment tools to be used, the Inception Report shall include questionnaires or any other tools for training needs assessment.	7 days after signing	UNDP and ME FCC	20%
2 nd installment	First Draft Training Needs Assessment Report, Including: <ul style="list-style-type: none"> - Outcomes of capacity, skill and knowledge gap including but not limited to key policies related to REDD+, NFSDP, etc, project cycle management, financial management, gender mainstreaming assessment (desired skills and existing capacity) - Training Action Plan; - Recommendations on capacity strengthening and enabling environment; - Tool on training monitoring and evaluation for effectiveness of trainings - A proposed sensitization package for better and integrated project delivery, organizational arrangement and learning 	40 days after signing of the contract	UNDP and ME FCC	40%
3 rd installment	Final Report, which will incorporate inputs/comments received from FSTU, DD/AR and other stakeholders (including relevant departments and senior managers), shall be submitted 10 days after receiving comments/inputs from the technical Committee/FSTU. The final report will include priority key training needs and training plan for short and medium-term for RIP staff with recommendations regarding enabling environment and institutional framework/arrangements capacity strengthening needs and training monitoring and evaluation. Plan for training and skills upgrading	70 days after signing the contract	UNDP and ME FCC	40%

VI. KEY PARTNERS/STAKEHOLDERS

Key stakeholders to be interviewed will include officials from the national and regional bureaus, departments and offices: National REDD+ Coordinator, regional REDD+ Coordinators and NFSDP Coordinator under EFCCC; senior staffs under EFCCC such as deputy Commissioner for Environment and forest, REDD+ Secretariat, ISFSD coordinator, regional and woreda REDD+ steering and technical committee members and departments. For the training needs and training plan to be owned and mainstreamed into the RIP and annual work plan, it is important that recommendations from the assignment and training plan is discussed with the key implementing stakeholders prior to being finalized.

VII. REQUIRED QUALIFICATIONS AND EXPERIENCES OF THE CONSULTANT

Functional Competencies of the consultant

- Good facilitation and communication skills;

- Ability to plan, prioritize and deliver a variety of tasks on time;
- Ability to facilitate workshop
- Ability to provide constructive coaching and feedback for others;
- Ability to liaise with a variety of stakeholders and partners, including government, civil society, international organizations and partner organizations;
- Ability to work in culturally diverse environments and handle sensitive issues with diplomacy and tact;
- Ability to plan for and produce quality results in meeting established goals.

Required Skills and Experience

Academic Qualifications

- Postgraduate degree (at least Master's degree) in relevant subject in forestry / natural resource management with experience in institutional capacity building, organizational development.

Professional Experience

- At least 10 years of experience in project and program design / evaluation in the forest sector, project management with skills in strategic management of non-profit organization and public sector;
- Prior experience writing strategic plans for organizational development (public sector bodies)
- Experience in design and strategy for training and capacity building programs;
- Experience on design, monitoring and evaluation of forestry projects;
- Strong understanding of REDD+ and familiarity with the Ethiopian forest sector projects and the project management process is desirable;
- The consultant is expected to work with a balanced level of national expertise with good background in participatory methods, community development, capacity building, working with local communities and in data collection and analysis.

Language Requirements

- Excellent written and verbal communication skills in English, relevant regional languages where the assessment shall take place

VIII. SUPERVISION AND REPORTING

The consultant will submit all deliverables (for validation and clearance) to EFCCC and UNDP and it will work under the direct supervision of the FSTU Deputy Director.

IX. CRITERIA FOR TECHNICAL PROPOSAL EVALUATION

Upon the advertisement of the Procurement Notice, qualified National Consultants are expected to submit both Technical and Financial Proposals. Accordingly, the Consultant will be evaluated based on cumulative analysis as per the following conditions. Compliant to the Instruction to Bidders and having received the highest score out of a pre-determined set of technical and financial weighted variables specific to the solicitation, in this regard the respective weight would be:

- Technical Criteria – 70%
- Financial Criteria – 30%

Criteria	Weight	Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	70
Criteria a. Educational relevance: close fit to post	10%	
Criteria b. Understanding the scope of work and organization of the proposal	25%	
Criteria c. Experience of similar assignment	25%	
Criteria d. Previous work experience in UNDP	10%	
Financial Offer (based on Financial Proposal)	30%	30
Technical Score 100 = * 70% + Financial Score * 30%		

X. LOGISTIC SUPPORT

- Office space, computers, printing, **transport, daily subsistence allowance will be provided by the National Consultant. UNDP will not provide TKT/Vehicle and per diem/DSA**
- The UNDP shall organize the validation workshop(s)

XI. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

The technical Proposal document must have the preferred content as outlined in the Request for Proposals (RFP) Standard Bid Document.

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1.5 List of Personal Referees

1.6 Bank Reference

SECTION II. ANNEXES

Annex a. Duly Signed Offeror's Letter to UNDP Confirming Interest and Availability (use the template hereto)

Annex b. Duly Signed Personal CV's

XII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any propriety of confidential information related to the consultant or the Government, without prior written consent. Propriety interests on all materials and documents prepared by the consultants under the assignment shall become the property of EFCCC and UNDP. This assignment will be administered by the United Nations Development Program (UNDP), and all relevant UNDP rules, policies and procedures shall apply.