



## TERM OF REFERENCE (ToR)

**Services/Work Description:** Recruitment of a National Consultant to conduct an institutional analysis of DRM systems at regional levels, identify key opportunities and constraints for risk-informed development.

**Project/Program Title:** Strengthening government and community capacities for Disaster and Climate Risk Governance

**Post Title:** National Consultant (NC) (only at an individual level)

**Consultant Level:** Level C (Senior Specialist)

**Duty Station:** Addis Ababa, Ethiopia with travel to regions

**Expected Places of Travel:** Oromia, SNNPR, Gambella and Amhara regions

**Duration:** 42 calendar days spread over a period of 3 months

**Expected Start Date:** Immediately after signing of contract

### 1. BACKGROUND

UNDP recognizes governance as a key unresolved issue in both the configuration and the reduction of disaster risk. With the aim of reducing underlying causes of vulnerability, protecting development investments and ultimately building people's resilience, UNDP has made strengthening disaster risk governance (DRG) a cornerstone of its efforts to understand, reduce and manage disaster risks. The concept of DRG acknowledges that the governance of disaster risk cannot be separated from the governance of other types of risks, including those associated with climate change (CC), environmental degradation, financial crises and conflict.

A recent DRG capacity assessment (2018 report) undertaken to understand areas of interventions has identified the following key gaps and challenges that need to be addressed with the view to promote effective disaster risk governance in Ethiopia. These include: low Levels of accountability for DRM; inadequate formal instrument that would define individual and mutual roles and responsibilities of key actors at national and subnational level; line ministries and bureaus which lack DRM plans and enforcing laws and directives specific to their respective sectors required for the implementation of the policy and strategy; subnational level mutual responsibilities of regions, woredas and kebeles in terms of DRM which have not yet been formalized; lack of dedicated vertical direction and coordination from the federal level which has contributed to a lack of clarity and weak levels of accountability at the subnational level; and low DRM implementation and enforcement capacity, especially in highly vulnerable regions, zones and districts.

To effectively address these issues, UNDP is seeking for an individual consultant to conduct an institutional analysis of DRM systems at regional levels, and to identify key opportunities and constraints for risk-

informed development. The result will contribute to strengthening DRM capacities at regional levels for planning and implementation of actions for hazards abatement.

## **2. OBJECTIVES AND SCOPE OF THE CONSULTANCY**

### **2.1 The objectives of the consultancy**

**The objectives of the consultancy are in three folds:**

- ❖ To assess existing structures and capacities of national, district and local institutions with responsibilities for DRM in order to improve the effectiveness of DRM systems and the integration of DRM concerns into development planning, with reference to disaster-prone areas and vulnerable sectors and population groups.
- ❖ To enhance understanding of the strengths, weaknesses, opportunities and threats facing existing DRM institutional structures and their implications for on-going institutional change processes.
- ❖ To highlight the complex institutional linkages among various actors and sectors at different levels.

### **2.2 SCOPE OF THE WORK**

The consultancy service will be based in Addis Ababa and will commute in the regions for the data gathering. The data will be collated in the DRM regions of Oromia, Amhara, Gambella and SNNPR regional states. Analysis will be based on discussions with informants in the regions as well as at the federal level. Information will also be gleaned from existing documents in relevant departments to inform the analysis and conclusions.

## **3. Methodology and analysis**

### **3.1 Methodology**

The consultant is required to carry out the DRM institutional analysis through organized workshops and consultative meetings with the National Disaster Risk Management Commission (NDRMC), Regional and woreda Disaster Management offices, and relevant key informant interviews in the four regions, as well as in selected districts within these areas. Data will be gathered through interactive participatory community dialogues with relevant informants. Randomly selected groups of vulnerable communities will be interviewed to inform the decisions on how to address the gaps. An interactive session will be held for data gathering to help obtain in-depth information about the key processes of the current DRM system in the selected four regions. The main steps of the analysis will include, but not limited to:

- ❖ Assessing primary administrative and operational functional roles and responsibilities of various federal /regions and institutions in the DRR sector;
- ❖ Finding the key challenges and issues in DRM implementation;
- ❖ Analysis of the key indicative measures and processes in the DRM system at federal/regional and woreda levels in relation with the National Disaster Management Plan (NDMP);
- ❖ Analysis of how to enhance proactive DRM approaches;
- ❖ Analysis of the capacity shortfalls and future needs for an enhanced disaster risk management system with elements of planning, integration, coordination and implementation; and
- ❖ Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of organizational strengthening, and institutional development (including factors, inputs, outputs, structure, systems, and staff).

### **3.2 Methods of analysis**

The consultant is expected to employ a set of customized tools and approaches in order to analyses functional capacities, including strengths and shortcomings of relevant national disaster risk management commission/NDRMC, regions, woreda, institutions and vulnerable communities. The analysis will make use of the data gathered through discussions/meetings and other relevant data acquired from existing documents. It will also include acknowledgement of successful contributions from development partners in addressing the following:

- ❖ Risk-informed products, processes and partnerships;
- ❖ Increasing the effectiveness of humanitarian actions;
- ❖ Strengthening individual and institutional capacities;
- ❖ Increasing access to, and effective use of climate and disaster finance;
- ❖ Prioritizing resilient development investment opportunities; and
- ❖ Strengthening knowledge creation, management and learning.

#### **4. TASKS AND RESPONSIBILITIES OF THE CONSULTANT**

The tasks of the consultancy include, inter alias:

- ❖ Review of the mandates of the implementing partners and responsible parties of the regional institutions the national DRM policy and strategy and other relevant laws;
- ❖ Assess and review the mandates of the Directorates of NDRMC: i.e. Oromia, Amhara, Gambella and the SNNPR, mapping their responsibilities and relationships between the Directorates and agencies;
- ❖ Review and identify gaps of DRM policies, DRM technical guidelines, standards and protocols in use by the various DRM institutions;
- ❖ Assess the efficiency and effectiveness of the Directorates under the NDRMC, Oromia DRMC and SNNPR DRMC in exercising their current mandates;
- ❖ Assess budget allocation, work procedures, and their adequacy to the mandates of the different Directorates;
- ❖ Review the working relations between NDRMC and Regional States DRMC offices;
- ❖ Assess the qualification and experience of the current staff and evaluation of overstaffing or understaffing situations;
- ❖ Based on the above-mentioned assessments, develop a comprehensive Project Document to address the gaps therein;

#### **5. Action Plan**

Timetable of major milestones (main tasks) that are required to be covered under the contract within a total of 42 calendar days distributed over a period of three months. The fieldwork is envisaged to be carried out in four regions: Amhara, SNNP, Gambella and Oromia Regions.

#### **6. DELIVERABLES**

The following are the key deliverables of the consultancy work:

- ❖ Inception report showing the approach and methodology that the consultant will follow in preparing the institutional analysis of DRM systems at regional levels as well as at the community levels;
- ❖ A draft on institutional analysis of DRM systems at regional levels, the community and key opportunities and constraints identified that can foster risk-informed development.
- ❖ Final institutional analysis of DRM systems at regional levels, key opportunities and constraints identified for the promotion of risk-informed development.

#### **7. DURATION OF THE ASSIGNMENT AND TIMEFRAME FOR DELIVERABLES**

The consultancy service shall take a maximum of 42 calendar days spread over a period of 3months. S/he is expected to start work immediately following the signing of the contract.

**Field travels will be covered by UNDP**

#### **8.COMPETENCIES/Qualifications**

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

- ❖ Master's degree in, organizational management, or another relevant field.
- ❖ Demonstrable understanding and knowledge of Disaster Risk Management/DRM issues;

- ❖ Knowledge in organizational and institutional development of the DRM;
- ❖ Knowledge in Disaster Risk Management/DRM
- ❖ Demonstrated knowledge in institutional processes and procedures of DRM, comprehensive socio-economic recovery needs and the development of a multi-sectoral early recovery response framework and resilience's including project planning, reporting, implementation, management, monitoring, evaluation and learning;
- ❖ At least 7 years work experience in similar assignment.

## 9. Criteria for selecting the best offer

Upon the advertisement of the Procurement Notice, the qualified individual consultant is expected to submit both the Technical and Financial Proposals. Accordingly, shortlisted applicants 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
<b>A. Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	<b>100 pts</b>
▪ <b>Criteria (a)</b> Understanding the Scope of Work; comprehensiveness of the methodology/approach; and organization & completeness of the technical proposal	35%	70 pts
▪ <b>Criteria (b)</b> Minimum 7 years of experience in similar consultancy projects	15	-
▪ <b>Criteria (c)</b> Minimum educational background as per the requirement in the ToR	10	-
▪ <b>Criteria (d)</b> Ability to discharge the consultancy service within the timeframe as per the ToR	10	-
<b>B. Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	<b>30 pts</b>
<b>Total Score = Technical Score 70% + Financial Score 30% = 100%</b>		

## IX. PAYMENT MILESTONES AND AUTHORITY

Payment of DSA shall be as per UNDP's rate in the regions that the IC shall visit. Payment of professional charges shall be in the form of lump sum in accordance to deliverables, approved by the UNDP's IGSD Unit Team Leader. Payment schedule shall be as follows:

Installment of Payment/ Period	Deliverables or Documents to be delivered	Approval should be obtained	Percentage of Payment
1 <sup>st</sup> Installment	Upon submission of inception report on institutional analysis	UNDP	30 %
2 <sup>nd</sup> Installment	First draft report on institutional analysis	UNDP	30 %
3 <sup>rd</sup> Installment	Submission of final draft report	UNDP	40 %

## X. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect Individual Contractor (IC) is given a proposed Table of Contents. Therefore, prospective Consultant Proposal Submission must have at least the preferred contents which are outlined in the IC Proposal Submission Form incorporated hereto.

## **Proposed Table of Contents**

## **Page**

### **TECHNICAL PROPOSAL COVER PAGES**

Cover Page

Cover Letter

### **SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM**

1.1 Letter of Motivation

1.2 Proposed Methodology

1.3 Past Experience in Similar Consultancy and/or Projects

1.4 Implementation Timelines

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

## **XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Individual 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.

## **XII. ANNEXES TO THE**

Existing literature or documents that will help Offerors gain a better understanding of the project situation and the work required should be provided as annex/es to the TOR, especially if such literature or documents are not confidential.