

## TERM OF REFERENCE (ToR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	National Consultant for Development of a full-fledged Programme Document (PRODOC) for Local Economic Development (LED) in Somali Region through increased investments from both domestic and foreign direct investments (FDIs) and Diaspora Transfers.
<b>Project/Program Title:</b>	Institutional Capacity Building for Somali Region Government
<b>Post Title:</b>	National Individual Consultant (IC)
<b>Consultant Level:</b>	Level C (Senior Specialist)
<b>Duty Station:</b>	Home-based (with a possibility to travel to the Somali region depending on the COVID-19 situation and travel restrictions)
<b>Expected Places of Travel:</b>	Addis Ababa and Somali Region (subject to the COVID-19 and the associated travel restrictions)
<b>Duration:</b>	25 working days
<b>Expected Start Date:</b>	Immediate after concluding contract agreement

### I. BACKGROUND / PROJECT DESCRIPTION

The new government in Ethiopia has instituted various reforms aimed at enhancing institutional capacity for service delivery in the country. In line with the reforms, Somali region has experienced changes in its regional government both at regional and woreda levels in the past. New government staff have been appointed into various political portfolios and technical leadership positions at Regional and Woreda levels. These new staff and political leaders have limited capacities in relation to public administration, development planning, co-ordination and programmes implementation, monitoring and evaluation among others.

Moreover, Somali region remains under-developed despite the pastoral and agro-pastoral development potentials. According to the 2019 WB and DFiD Poverty and Vulnerability in the Ethiopian Lowlands study report, Somali region is vulnerable to climate and man-made risks including drought, floods that often result into food and feed scarcity, disease and property loss; hence exacerbating poverty and community vulnerability. The region also faces a challenge to meet the needs of the increasing influx of IDPs as a result of inter-clan conflict and draught induced displacement. This comes with the associated challenges between IDPs and their host communities such as un-employment, lack of access to basic services (health, food, water, shelter, education etc.). The region, like most parts of the country, has a considerable number of youths whose potential ought to be planned for and harnessed to contribute to the overall socio-economic transformation of the region. This requires a comprehensive and inclusive development strategy to empower the young people to achieve their full potential as agents of positive change in fostering long term resilience and development in the region. This is in line with the 2018 Ethiopian Youth Development and Empowerment

Strategy and the UN Youth Strategy as well as the recommendations of the 2019 WB and DFID Poverty and Vulnerability in the Ethiopian Lowlands study report to enhance building a more resilient future for the lowland regions such as Somali.

Somali Region experiences key underlying issues and bottlenecks that require urgent attention as part of the institutional support to enhance local economic development service delivery. Some of the issues include:

- Limited capacity of the regional authorities to ensure coordination, and partnerships between humanitarian-development investments in the region and engagement of private sector in planning, implementation and implementation of monitoring local economic development processes and programs.
- Inadequate strategic and coherent frameworks at the regional level to mobilize and enable the youth to contribute to the development process as innovators, entrepreneurs and peacebuilders.
- Lack of systematic documentation of investment opportunities and potentials in the region
- Inadequate Business development services capacity, especially at Woreda levels to facilitate bottom-up participatory development planning to enhance Area-based Planning.
- Lack of comprehensive regional Local Economic development (LED) policies and strategies and absence of functioning systems.
- Inadequate community citizenry participation in Local economic development (LED) that would respond to the needs and priorities of community beneficiaries including IDPs
- Inadequate disaggregated data and evidence to inform policy, decision making and development planning to enhance pro-poor oriented programmes designs and implementation to deliver tangible livelihoods results and benefits to the communities
- Inadequate capacity of government staff in public administration including financial management, accounting, M&E, development planning etc.
- Absence of affirmative prioritisation framework for under-developed woredas / communities that would otherwise benefit from an area-based programming/planning to stimulate socio-economic development targeting specific locations in the region requiring affirmative action based on their vulnerabilities and potentials;
- Capacity gaps within the human resources at regional and woreda levels; inadequate skills in programming and programme management, inclusive and participatory planning and implementation.
- Existence of high staff turnover at the various levels in the region that jeopardizes institutional capacity development and exacerbates the existing capacity gaps.
- Limited knowledge on risk-informed decision making due to non-existence of risks profile at the regional and woreda level.
- Inadequate strategic framework to harness and engage the Diaspora Somali community remittances to invest in the local economic development of the region

In response to the above, UNDP in Ethiopia has designed a pilot Project Initiation Plan (PIP) entitled: "Institutional Capacity Building of Somali Regional Government", with its objective to strengthen the Somali Region Institutional Capacity for long-term development planning and Local Economic Development (LED). Some of the salient features of the UNDP supported PIP for institutional capacity development include:

- i) ***Fostering Area based programming/planning approach*** to stimulate socio-economic development targeting specific locations / woredas in the region requiring affirmative action based on their vulnerabilities and potentials.
- ii) ***Development of a Somali Region Investment Profile*** to provide a systematic investment guide to attract Somali diaspora community to invest Local economic Development (LED) linked to diaspora contribution and remittances. The PIP will support Somali regional government to

develop a comprehensive framework that will guide the partnership and investment framework between the diaspora community of Somali origin and the Somali regional government to foster LED initiatives and projects identified in the investment guide for Somali Regional. This co-operation framework will involve supporting dialogues between private sector (both foreign and domestic), the identified diaspora communities to discuss business and investment opportunities in Somali region. This pilot activity will further be scaled up in the full project document to be developed.

- iii) **Development of a strategy for engaging the diaspora community** in key areas of skills and resources transfer to contribute to the Local Economic Development and social transformation. This will be linked to the Somali Region Investment Profile
- iv) **Promote innovative solutions** that have the potential of benefiting wider communities and hence increasing their resilience to shocks and stresses

As a part of the project initiation plan (PIP), UNDP seeks to formulate a full project document (PRODOC) to support Long-term institutional capacity support for Somali region for enhancing Local Economic Development (LED) and a building a more resilient future for community service delivery. In view of this, UNDP is seeking to hire an international consultant to help develop the PRODOC.

## **II. SCOPE OF THE WORK**

### **Objective:**

The objective of the assignment is to design and develop a full-fledged programme document for UNDP's support to Local Economic Development (LED) for inclusive growth and development in Somali Region and mainly to address the needs of the youth and women through identifying and harnessing local innovations in line with UNDP's programming principles, Strategic Plan and Country Programme Document as well as taking into account national development frameworks and studies.

### **Scope of Assignment:**

The Consultant will work hand in hand with the International Consultant and in collaboration with the Somali Region Bureau of Finance and Economic Development (Somali BOFED) and other relevant government structures and agencies, development partners, private sector, as well as other key stakeholders within the Somali Region to develop the programme, using the UNDP programme document template.

In addition to the execution of the required collaboration with stakeholders, the Consultant shall also be a counterpart to the International Consultant in undertaking the following major tasks:

- Conduct a situational analysis including a SWOT and similar analyses to ascertain the current development context of Ethiopia in general and Somali region in particular; identify primary issues, problems and challenges that the programme should address including any barriers to development, growth and its sustainability, and providing priorities, sound recommendations and critical success factors to address the aforementioned in the programme development;
- Review reports from the on-going PIP implementation for Somali region institutional capacity support;
- Conduct a comprehensive evaluation of all existing and past local policies, plans, frameworks, studies and reports that have been used to guide socio-economic transformation in Ethiopia and Somali region.
- Identify the lessons and best practices of a country/countries that would be exemplary and model for Ethiopia to adapt the success factors and apply in the program formulation towards ensuring sustainable and inclusive Local Economic Development (LED);
- Conduct a broad review of existing legislations, policies, incentive mechanisms to harness diaspora remittances and advise upon the best options to support LED in Somali region;
- Define a consultative process and mechanism for the preparation of programme document taking into consideration the involvement of key stakeholders, associations, organizations and entities in the public and private sector both at the national and sub-national (Region and Woreda/districts) levels;
- Desk review of all relevant existing development planning frameworks as well as evidence presented in nationally owned studies such as the 2019 WB and DFID Poverty and Vulnerability in the Ethiopian Lowlands study report etc...;

- Coordinate and conduct in-depth consultations with development partners, private sector actors, and key stakeholders through virtual meetings, focus groups discussions, interviews and discuss the programme formulation, gather and document their views, and obtain their buy-in;
- In-depth analysis and recommendations for job creation and employment generation for youth and women in the innovation space;
- Identify key roles of each partners/actors in programme implementation;
- Develop a communication plan inclusive of an advocacy and awareness component to guide policy implementation;
- Develop a resource mobilization strategy for the programme and identify key development partners/donors;
- Facilitate a workshop with all stakeholders, relevant UN Agencies, national and international organizations, private sector and government representatives. The purpose of the workshop will be to present draft programme document; proposed communication plan and resource mobilization strategy and agree on the content of the programme document and its implementation modalities;
- Finalize the overall Programme Results Framework:
  - ✓ Develop a detailed implementation plan prioritising programs, projects and activities, including outputs and sub-outputs, indicators, baselines, targets, means of verification, indicative activities, responsible parties, source of funds;
  - ✓ Develop a Budget Schedule which outlines the financial resources to implement the programmes, projects and activities stated in the programme;
  - ✓ Develop a monitoring and evaluation (M&E) plan for policy implementation, including expected outcomes, outputs and performance indicators;
  - ✓ Develop and finalize the narrative of the programme document, including executive summary; situation analysis (country's context, policy context, programme context); strategy (including linkages to other programmes of the UN and UNSDCF); mechanisms to ensure coordination and synergy with all partners; fund management arrangements; clear theory of change; monitoring/evaluation/reporting mechanism, legal context (compliance with UNDP regulations and using UNDP templates); and risk log;
  - ✓ Deliver a Power Point presentation of the Final programme document first to UNDP for quality assurance and to the Somali BOFED and other relevant stakeholders and development partners. In consideration of best practice both regionally and internationally, the results of the stakeholder engagement, and the recommendations received from all relevant bodies, the National Consultant will work with the International Consultant to prepare and submit all reports and documents (draft and final) and which pertains to the development of the Programme Document (PRODOC).

### **Methodology:**

- Thorough desk review (primary and secondary data, relevant policies and strategies, relevant existing reports/studies and previous assessments conducted by different actors);
- Situation analysis (SWOT)
- Institutional mapping of relevant organizations and institutions, highlighting who is doing what, including both existing and planned programmes that could be directly or indirectly in the context of LED in Somali region;
- Identification of critical gaps and needs in the LED landscape
- Key informant interviews with relevant stakeholders from local/national/international institutions
- Focus Group Discussions (FGDs) with selected relevant actors, stakeholders and development partners
- Explore best practices and examples in other countries and do comparisons to adapt the best approach and model for Ethiopia

### III. EXPECTED OUTPUTS AND DELIVERABLES

a. A table summarizing deliverables:

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report (including methodology and overall roadmap for assignment)	02 days after signing of the contract	Team Leader of IGSD
2	Desk review, primary and secondary data collection by reviewing existing strategies and regulations; review of national development plan and stakeholder consultations; review of needs/gap assessments.	08 person days	Team Leader of IGSD
3	Develop draft programme document ( <b>PRODOC</b> ) based on the UNDP template. i.e include the following 1) Development Challenges (covers achievements to date, gaps, demand / problem to be addressed); 2) Strategy of the proposed project; 3) Results (including a RRF); 4) Partnerships; 5) Governance and management arrangements, and should comply with UNDP quality standards.	10 person days	Team Leader of IGSD
4	Validation meeting for programme document	02 person days after submission of final programme document	Team Leader of IGSD
5	Submit final programme document	03 person days after the validation meeting	Team Leader of IGSD

### IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Consultant will report to the UNDP Team Leader - Inclusive Growth and Sustainable Development unit through the Programme Co-ordinator and will work closely with the Project Manager based in Jijiga as well as representatives of the Somali Regional BOFED and other relevant Bureaus and institutions in Somali region.

### V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

- Individual consultant is expected to provide his/her own workstation, mobile phone, laptop, necessary software (such as Microsoft applications), internet connection and means of transportation in Ethiopia etc. to conduct the assignment.
- The assignment requires partial or intermittent presence on the UNDP premises such as for a meeting(s) with UNDP Inclusive Growth and Sustainable Development Unit (IGSD) and a validation meeting.
- Inclusive Growth and Sustainable Development Unit (IGSD) will be in-charge for offering both administrative and logistics supports.
- UNDP will provide per-diem (DSA) and transportation cost of domestic missions to regional capital cities in Ethiopia as appropriate.**

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

The work will effectively commence immediately upon signing of the contract.

- a. Expected duration of work is 25 calendar days; starting in early July
- b. Expected date of full completion is by the end of September 2020 at the latest.
- c. Estimated Lead Time (LT) for UNDP or Project Implementing Partners to review outputs, give comments, certify approval/acceptance of outputs, etc. is approximately 2 weeks.

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

### **a. Academic Qualifications:**

- Advanced degree in economics with a major bias in development economics, development studies,

### **b. Years of experience:**

- Minimum 10 years work experience in related fields such as development planning, design and implementation of Poverty Reduction and economic development Strategies, local economic development (LED) project design, monitoring and evaluation, cost-benefit analysis and associated methodologies, and strategic planning; socio-economic analysis
- Recent experience in designing programmes related to development aid management as well as financing for development especially in UN Context
- Strong policy research and analysis especially in the area of economics, poverty reduction and economic development (examples of publications and policy briefs need to be highlighted)
- Experience in poverty focused data analysis and development planning at national and sub-national levels
- Experience in developing investment profiles and resources mobilization strategies
- Familiar with participatory rural appraisal techniques and other assessment techniques;
- Demonstrated experience in gender-responsive programming, gender analysis and/or gender mainstreaming;
- Experience in undertaking situational analysis using tools such as causality analysis/problem tree, capacity gap and stakeholder analysis.
- Experience in formulating result-based development projects and programmes using templates being used by UN agencies.
- Experience in monitoring and evaluating development projects financed by bilateral and multilateral development institutions (World Bank, DfID, ADB, etc...) and across a diverse list of sectors and thematic areas.
- Facilitating dialogues, partnerships development (public and private) for development effectiveness and resources mobilisation. Especially good networking with government counterparts
- Most recent experience in developing joint UNDP-Government projects with concrete examples of recent PRODOCs

### **c. Functional Competencies:**

- Proven competency and experience in participatory researches methods, and economic analysis for local economic development.
- A good understanding of Ethiopia development context and familiar with partners both implementing and government partners
- Excellent analytical, research and report writing skills
- Good facilitation and interpersonal skills
- Proven experience in report writing and drafting;
- Interest and experience of working in multi-cultural environment;

**d. Language and other skills:**

- i. Excellent communication skills, reporting with ability to express ideas clearly, concisely and effectively, both orally and in writing;
- ii. Capacity to communicate fluently with different stakeholders (civil society, national and sub-national government authorities, development partners, local communities, project staff); and
- iii. Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.
- iv. Fluency in English,

All reporting must be in English.

**e. Compliance of the UN Core Values:**

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**VIII. 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
<b>Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	100
▪ <b>Criteria a.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50 pts*
▪ <b>Criteria b.</b> Minimum educational background as per the requirement in the ToR		10 pts**
▪ <b>Criteria c.</b> Minimum 12 years of experience in similar consultancy projects and/or IC contracts		30 pts **
▪ <b>Criteria d.</b> Previous work experience in Africa/ Ethiopia		10 pts**
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

**IX. PAYMENT MILESTONES AND AUTHORITY**

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

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



<b>Installment of Payment/ Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained from</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Installment	Contract signing and Inception Report production	UNDP	30%
2 <sup>nd</sup> Installment	First draft report and Validation workshop organized	UNDP	40%
3 <sup>rd</sup> Installment	Final report incorporating comments from stakeholders	UNDP	30%

## **X. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL**

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 preferred content as outlined in the IC Standard Bid Document (SBD).

### **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 TOR**

The PIP on Institutional Capacity Support Project Document