



ETHIOPIA

TERMs OF REFERENCE (ToR)

GENERAL INFORMATION

Services/Work Description:	National Consultant – Senior Gender & Social Inclusion Specialist for GDPP Gender & Social Inclusion support 2020
Project/Program Title:	Governance and Democratic Participation Programme (GDPP)
Contract Type	Individual Consultancy - National
Post Level:	Level C - Senior Specialist
Duty Station/Location:	Addis Ababa, Ethiopia
Duration:	100 working days spread over 7 months
Expected Start Date:	Immediately after signing the contract

I. BACKGROUND / PROJECT DESCRIPTION

The Government of Ethiopia (GoE) has within its wider efforts on poverty eradication, articulated a clear agenda through its five-year Growth and Transformation Plan (GTP II). On the economic front, Ethiopia continues to register an impressive economic growth over the last two decades and is ranked among the ten fastest growing economies in Africa (AEO, 2011) and the second fastest mover on human development (UNDP, 2013).

Since 1995, Ethiopia has adopted a multiparty parliamentary system and a federal structure devolving power to ten regions and two city administrations. It has embarked on a process of capacitating the governance architecture; reforming the civil service, building capacity of democratic institutions, deepening decentralization and improving the delivery of basic services. These gains have improved the governance system and broadened opportunities for political participation.

However, the governance landscape in Ethiopia remains complex and challenging. Despite the good progress made so far, there is a long way to go in terms of ensuring good governance, consolidating democracy, ensuring the rule of law, protection of human rights, prevention of violent conflicts, managing diversity and promoting social cohesion. Transforming governance structures and systems, and consolidating democracy are a process. Transforming the fledgling democratic institutions into vibrant bodies that are capable of effectively delivering on their constitutional mandates requires sustained and concerted efforts.

Globally, the Sustainable Development Goals (SDGs) Goal 16 focuses on promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Peace, stability, human rights and effective governance based on the rule of law are all recognized as key for sustainable development.

Despite a generally positive development trajectory, significant structural challenges, reflecting a country in transition, will determine future development potential and achievement of the Sustainable Development Goals. Ethiopia faces a number of structural challenges which will impact on the ability of the country to achieve the

SDGs and home-grown aspirations of Ethiopia: Horizon of New Hope¹ policy agenda that puts democracy and the rule of law at the heart of the reforms. Those structural challenges include (i) the demography of Ethiopia: (ii) gender inequality (iii) transitioning from a State-led development model (iv) an evolving democratic model seeking to encourage greater voice and accountability (v) climate change. Added to which, Ethiopia also plays a critical role in the Horn of Africa in terms of peace and stability.

In seeking to respond to these challenges the new UNDP Country Programme Document (CPD) 2020-2025 for Ethiopia signature pillar is;

To support a peaceful transition to a democratic polity, UNDP will contribute to an enabling framework, deepening of critical capacities, strengthening of norms and practices and greater voice and empowerment of those left behind, especially women.

Therefore, UNDP will help entrench democratic governance and protection of human rights at both federal and regional levels, focusing on core institutions. This effort will target effective oversight and accountability; increased transparency; continued policy, legal and regulatory reform that is gender-responsive; follow-through on electoral support; implementation of the Civic Engagement Policy; and strengthening of federal-regional linkages. Supporting institutional reform and renewal will be critical to delivering on these transformational objectives. In addition, UNDP will target research, skills development and outreach initiatives to increase the influence of women and youth on public policies and legal frameworks in alignment with the aspirations of SDGs 5 and 16.

Thus in all aspects of its work UNDP, building on prior analysis about the role of UNDP in development, continues to strengthen the application of right-based and inclusive approaches in all its programming and in particular gender mainstreaming to ensure the effective implementation of its gender equality strategy.

June 2017 saw the launch of the new multi-stakeholder programme – the Governance and Democratic Participation Programme (GDPP). GDPP is a five-year programme and is managed by UNDP. The main objective of the programme is to support the country to sustain efforts towards enhancing institutional capacities and frameworks for strengthening good governance and deepening democratic participation in line with the Constitution and International Human Rights Conventions to which Ethiopia is a signatory. The programme aims to capitalize on existing momentum and opportunities to further advance good governance and entrench democratic principles at all levels and across the country.

The Programme contributes to three broad outcome areas, namely: a) improved inclusion, social cohesion and sustainable peace; b) responsive, accountable and inclusive systems of governance; and c) empowered and responsible citizens. It will deliver on the following five inter-related and complementary outputs:

- 1) Political processes of federal and regional state legislative bodies are more inclusive and effectively delivering on their constitutional mandates;
- 2) Federal and regional state systems of governance are more accountable, transparent and are delivering public services in more inclusive and responsive ways;
- 3) Citizens are more empowered to voice their concerns and actively participate in decision-making processes at all levels of the development, governance and political processes and systems;

¹ <https://pmo.gov.et/democracy/>

- 4) Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are further strengthened at national and sub-national levels; and
- 5) Access to justice enhanced and human rights promoted and protected across Ethiopia.

The programme supports 11 Implementing Partners (IPs)¹ primarily key democratic institutions. Since 2018 the efforts to lead to transformational democratization have provided an unparalleled opportunity to accelerate and strength the efforts towards greater gender mainstreaming within the GDPP democratic institutions. The reforms provide the opportunity to strengthen the relationships between the IPs and CSOs working on gender equality and women's empowerment. In 2019 a comprehensive Gender Analysis of all the x11 Implementing Partners was completed. That Analysis examined the performance of each of the Implementing Partners in terms of how well gender was mainstreamed and reflected within the context of GDPP activities. IP-specific recommendations were endorsed by all the IPs however, in the recently concluded broader GDPP Mid Term Review (MTR) one of the key recommendations is that much more targeted support is needed to enable the individual IPs to mainstream gender throughout all facets of their work. The extract of the MTR is at **Annex B**.

II. OBJECTIVES OF THE CONSULTANCY

The main objectives of the consultancy are to work directly with the individual x11 GDPP IPs to assist them to devise bespoke gender mainstreaming strategies including mainstreaming guidelines and manuals plus action oriented time bound action plans to ensure the importance of gender and social inclusion are fully integrated into all the work of the IPs. This is important for preparing the ground for the adoption of an affirmative action for gender mainstreaming across all sectors. This should include an examination of the following;

1. Using the 2019 GDPP Gender Analysis review the policy and enabling conditions on gender and social inclusions to note any changes since the 2019 analysis:

- review and assess IP level social inclusion and gender policies and frameworks at federal, regional and sub regional (if appropriate) good initiatives, lessons and best practices;
- identify main policy and framework limitations and challenges, including those identified with the Gender Analysis, to promote social inclusion and gender especially women, poor, youth and disadvantaged groups in the work of the IP;
- propose action-oriented recommendations and mitigation measures to improve policy and enabling framework for gender and social inclusion (GESI) within each IP.

2. Develop IP specific comprehensive gender & social inclusion action plans:

- Based on the IP-specific social inclusion and gender review and the gender analysis findings and recommendations, the consultant will analyze and support IPs to develop their own comprehensive strategic and action plan documents to address observed gaps and enhance greater social inclusion.
- Drawing on the gaps identified in the review, the consultants will devise skills development tools and techniques that will ensure that the individual IPs have the requisite skills and tools to be able to ensure that measurable impact-oriented gender mainstreaming is embedded in the IP systems and procedures.
- Support IPs to develop accountability mechanisms for gender reporting including integrating feedback from Gender Directorates on planning, implementation and reporting of IPs interventions. This shall include putting in place mechanisms for collecting and reporting gender disaggregated data through the development of proper templates.

¹ House of Peoples' Representative (HoPR); Ethiopian Human Rights Commission (EHRC); Ethiopian Institute of the Ombudsman (EIO); Office of the Federal Auditors General (OFAG); National Electoral Board of Ethiopia (NEBE); House of Federation (HoF); Council of Constitutional Inquiry (CCI); Office of the Attorney General (OAG); Federal Ethics and Anti-Corruption Commission (FEACC); Ministry of Peace (MoP); Ethiopian Broadcasting Authority (EBA).

3. Support to strengthen the capacity of gender structures of the GDPP Implementing Partners

- Organize capacity building platforms for gender focal persons in the IPs as well as senior management of the IPs core and supporting directorates to create gender awareness
- Strengthen coordination and establish experience sharing platforms on gender equality issues among GDPP Implementing Partners

4. Coaching and mentoring support.

- Provide as required, support and advice to Gender Directorates/focal persons to execute their responsibilities and help ensure that the individual IP gender and social inclusion action plans are being implemented and improvements can be measured.

III. Functions / Key Responsibilities

Summary of Key Functions:

The appointed consultant will operate on two levels. Firstly, using the IP specific Gender Analysis 2019 recommendations assess the current state of GESI efforts within the IP. That baseline review will serve as an up to date record of the work of the IP vis gender and social and inclusion. Secondly, this will then be augmented by coaching and mentoring support to the IPs on an on-demand basis to seek to enhance the IPs gender and social inclusion mainstreaming efforts.

In conducting the individual IP gender and social inclusion reviews, the consultant should also consider the opportunities for the IP to engage with civil society, academia and local think tanks all of whom may be able to offer help and advice to the IPs about mechanisms to weave gender and social inclusion into the working agenda of the individual IP. This will help to reflect the needs of local communities especially women, poor, youth and disadvantaged groups. The idea is to ensure that gender mainstreaming/social inclusion are not seen as an additional task/increased workload but is fully integrated within the operations and work of the IP.

Under the supervision of UNDP (Senior Governance Advisor), the Senior Gender & Social Inclusion Specialist will undertake the following specific tasks:

- Undertake a review/skills audit of the existing systems and structures related to gender and social inclusion within the IP. The consultant(s) will assess how social inclusion can be addressed, identify who is excluded, how and why they are excluded, suggest possible ideas about social promotion and inclusion; the review should cover the institutional/internal; programmatic and operational (focus on critical areas); choice of sub complementing partners, e.g. civil society, media). All IPs should allocate funding and expertise (whether full time or part-time).
- Using the information gathered through the review/skills audit devise a time-bound action-oriented plan to seek to integrate GESI provisions more overtly into the IPs own systems and structures. The plan need not be lengthy nor complicated but measured and practical. All IPs should also set out mechanisms for tracking and accountability. Learning sessions can be organized amongst IPs;
- The consultant will encourage and where there are skills gaps, assist the individual IP to consider specific tasks for example the development of action-oriented analysis, development of a gender mainstreaming manual, gender audits, perception surveys etc. These can further inform IP policy development and reform proposals. For example, internal gender audits and looking at IP communication activities through a GESI lens;
- the consultant will facilitate and provide technical support and skills development to the IPs to enable them to conduct gender audits, gender mainstreaming; understand gender budgeting techniques to

help inform the IPs annual budget estimating work; develop and update their own gender mainstreaming manuals and development of monitoring and reporting checklists;

- Provide coaching and mentoring support to the IPs (for example if there is a Gender Directorate within the IP) as required.

IV. Specific deliverables

The consultant will be required to provide succinct monthly update reports about the work undertaken and the progress of the overall assignment.

Deliverable 1 - Inception report: the consultant should submit an inception report that shows how the assignment will be executed, which includes detailed methodologies, technical, instruments and procedures, outputs, timeline, target groups and other necessary inputs to carry out the assignment. This report will be approved by the UNDP/SGA.

Deliverable 2 – Gender & Social Inclusion Assessment Review Draft Report: Given the time that has elapsed since the 2019 GDPP Gender Analysis report, then the consultant will conduct a short review of the policy and enabling conditions for gender and social inclusion in all x11 GDPP Implementing Partners. This will identify examples of progress made, identify challenges and gaps and see if any examples of best practices following the publication of the prior Gender Analysis which exist and that could be replicated across all the IPs for example good quality gender mainstreaming manuals.

Deliverable 3 – Draft Gender & social inclusion strategy and actions plans: Development of x11 tailored IP gender & social inclusion strategy and supporting action plans including development and delivery of skills development tools and techniques for the IPs. Provision of, as required, coaching and mentoring support.

Deliverable 4 – Presentation of the agreed gender & social inclusion action plans in a validation workshop and submission of an end of assignment report: Design and delivery of a validation workshop(s) to endorse the products arising from the assignment and submission of the end of assignment report.

V. Payment Schedule

Instalment Period	Deliverables /documents to be delivered	Approval should be obtained	Percentage of payment
1 st Instalment	Upon submission and approval of Inception report	UNDP/SGA	20%
2 nd instalment	Upon submission and endorsement of the short review of the policy and enabling conditions for gender and social inclusion in all x11 GDPP Implementing Partners.	UNDP/SGA	25%
3 rd Instalment	Preparation of x11 IP action plans including providing the necessary tools and techniques as part of the coaching, etc to the IPs.	UNDP/SGA	30%
4 th Instalment	Design and delivery of the validation workshop which will see the presentation of the IP action plans. Submission of the end of assignment final report	UNDP/SGA	25%

Note that final payment will be upon the completion of all the tasks as well as hand-over notes & submission of all the deliverables.

VI. Impact/Outcomes of the Assignment

The key outcomes of the consultancy will be that all x11 GDPP Implementing Partners have an action oriented, outcome focused GESI knowledge including:

- (i) a Gender Mainstreaming manual
- (ii) an understanding and knowledge about the tools and techniques to ensure that GESI considerations are fully integrated into the work of the IP and
- (iii) That IP specific GESI action plans are available.

This will ensure greater ownership and sustainability of the GDPP GESI support and will support the broader efforts underway in Ethiopia to promote more women and minorities into decision making positions. The GDPP IPs will be the pioneers of such approaches amongst other democratic institutions.

VII. Competencies

Functional Competencies

- Good facilitation and communication skills both verbal and writing;
- Good assessment and analytical skills
- Ability to plan, prioritize and deliver a variety of tasks on time;
- Be a team player and be able to work with national consultants and counterparts;
- 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.

Corporate Competencies

- 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 favoritism;

Core Competencies:

- Creates new and relevant ideas and leads others to implement them;
- Models high professional standards and empowers team members to innovate and deliver;
- Understands personal and team roles, responsibilities and objectives;
- Gains trust of peers, partners, and clients by demonstrating substantive and technical abilities including presenting authoritative advice to partners and other stakeholders.

Functional/ Technical Competencies:

- Excellent leadership, coordination and relationship building skills;
- Current knowledge of institutional development issues and strategies,
- Good understanding of development as well as programming policies and procedures in international development cooperation context;
- Demonstrated knowledge in gender and social inclusion issues;
- Excellent understanding of public Ethiopian policies, structures and systems,
- Proven ability to conceptualize, innovate, plan and execute ideas, as well as to impart knowledge and teach skills;
- Demonstrated engagement with national governments, and development partners;
- Demonstrated engagement with diverse donors and development partners;

- An effective and energetic team player, with the ability to work in a multidisciplinary and multicultural environment;
- Strong self-motivation and innovative skills, with capacity to work independently and meet deadlines.

Required Skills and experience Competencies

Academic Qualifications

Postgraduate degree (at least Master's degree) in gender studies, development studies, sociology, social anthropology, or another related social science.

Professional Experience

- At least 10 years of experience in working with gender and social inclusion assessments or other relevant fields;
- Strong understanding of Ethiopian social inclusion issues and policies;
- Knowledge of international/regional agreements and initiatives on gender (UN, CEDAW, Beijing, etc.);
- Able to work both independently and within teams;
- Experience in liaising and engaging different stakeholders in a complex environment and in managing partners expectations;
- Experience in designing and implementing, capacity building initiatives;
- Experience working within a UN agency and/or other international organizations would be added advantage,

Language Requirements

- Excellent written and verbal communication skills in English.

Client Orientation:

- Ability to anticipate and manage the needs and interests of multiple stakeholders and balance often contradictory expectations or competing priorities from national partners;
- Works towards creating an enabling environment for a smooth relationship between the clients and service providers.
- Demonstrate strong coordination skills;
- Ability to establish effective working relations in a multi-cultural team environment;
- Excellent teambuilding, diplomatic, and interpersonal skills;
- Resourcefulness, initiative and maturity of judgment;
- Ability to work as a part of a team, sharing information and coordinating efforts;
- Ability to generate and lead implementation of innovative/new systems;
- Strong analytical abilities, particularly in the areas of governance, conflict resolution, capacity development and knowledge transfer.

Partnership and Networking:

- Engages and fosters strategic partnerships with other stakeholders and UN agencies, funds and programs;
- Shares UNDP knowledge and activities (at UN and other venues)

Innovation, Outreach and Communication:

- Communicates within and at large, participates in peer communities and engages substantively;
- Makes the case for innovative ideas, documenting successes and building them into the design of new approaches and tools;
- Demonstrates very strong communication and facilitation capacities
- Demonstrates effective presentation and report-writing (English), and strong analytical and strategic skills.

Gender and Institution Development:

- Demonstrates knowledge of systems and tools for gender mainstreaming;

- Applies gender dimension to strategic and/or practical situations, including analysis of projects and trainings from a gender perspective;
- Demonstrates knowledge of Women's Rights and Political participation/empowerment issues and concepts and applies these in strategic and/or practical situations.

Teambuilding:

- Works effectively with diverse groups of professionals towards common goals;
- Able to manage different personalities and motivate others while ensuring team coordination and spirit;

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The IC is responsible to arrange her/his working environment. The consultant will be working under the overall supervision and guidance of the UNDP Senior Governance Adviser, as well as with other relevant staff within UNDP. The consultant will closely liaise with the Governance Unit within UNDP and also with the responsible expert/ focal point of the respective Implementing Partners of GDPP. He/She shall submit the required reports to the UNDP Governance Unit. UNDP's Democratic Governance and Peacebuilding Unit will be the primary focal point and as such it will manage the overall financial and contractual arrangement with the consultant(s)

VIII. DURATION OF THE ASSIGNMENT¹

The engagement of the IC will be for 100 working days spread over a seven-months period.

IX. CRITERIA FOR SELECTING THE BEST CANDIDATE

Applicants are expected to submit their CVs, Academic Credentials, Work Certifications, Reports relevant to assignment, etc. Qualified Individual Consultants (ICs) are expected to submit both the Technical and Financial Proposals. The technical Proposal should include how the IC will deliver the expected key deliverables listed below. The Financial Proposal should show how the IC's proposed rate by deliverables and spread over the duration of the project.

The following criteria will be followed in selecting the best candidate.

Criteria	Weight	Max. Point
Technical Competence (based on Credentials and technical proposal)	70%	
Criteria a. [Experience and skills mix]		20
Criteria b. [Methodology for undertaking assignment]		40
Criteria c. [Motivation]		10
Financial (Lower Offer)	30%	
Total Score	Technical Score (70%) + Financial Score (30%)	

¹ 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.

X. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS

- The consultant needs to apply standard ethical principles during the course of 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 by the contracting authority. Proprietary interests on all materials and documents prepared by the consultants under this assignment shall become and remain properties of the Government of Ethiopia and UNDP.

XI. HOW TO APPLY

Interested consultant with required qualification and experience must submit their applications through: <https://etendering.partneragencies.org> UNDP/ETH10/Event ID: **ETH1856**

XII. ANNEXES TO THE TOR

Existing literature or documents that will help Offeror 's gain a better understanding of the assignment and the work required is annexed to this ToR. This includes Annex A an extract from the 2019 GDPP Gender Analysis report and Annex B are the GDPP Mid Term Review relevant key recommendation vis GESI considerations.

XIII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested consultants should submit cover letter expressing their interest and outlining their qualification and motivation for the consultancy together with CV and brief proposal on the methodology and approach for the assignment to the UNDP.

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 /P11

XIV. 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 the property of UNDP.