

## TERMs OF REFERENCE (ToR)

### 1. GENERAL INFORMATION

<b>Services/Work Description:</b>	Two National Individual Consultants for GDPP Ministry of Peace Institutional Capacity Assessment 2020
<b>Project/Program Title:</b>	Governance and Democratic Participation Programme (GDPP)
<b>Post Title:</b>	Two Senior Institutional Development Specialists
<b>Contract Type</b>	National Individual Consultancy
<b>Post Level:</b>	Level C (Senior Specialist)
<b>Duty Station/Location:</b>	Addis Ababa, Ethiopia
<b>Duration:</b>	70 working days spread over 3 months
<b>Expected Start Date:</b>	<b>Immediately after signing the contract</b>

### 2. BACKGROUND AND CONTEXT

Ethiopia has been undergoing a series of political and governance reforms aiming to transition its political system from a one-party state to a multiparty democracy. Despite popular support to the reform initiatives, the democratic transition is increasingly being challenged by violent asymmetric conflicts in some parts of the country, more prominently in Oromia, and renewed requests for regional autonomy in SNNPR and a degradation of relations with Tigray regional state. In addition, the socioeconomic and political impact of the COVID-19 pandemic are negatively impacting individual households and social cohesion.

In spite of 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 its development objectives and the global SDGs.

In response to these structural and conjectural challenges, the Ministry of Peace has developed a new 10-year strategic plan, which complements the National 10-year Perspective Plan. The strategy document (still in draft) places the focus on Peace Mapping, looking to identify and use social capital as a positive rather than focus on conflict, community based dialogues, Strengthening local peace structures, Peace media (to counter hate speech, promote peace and reconciliation), human centered rule of law, improving federal-regional and inter-regional relations, community participation (especially of women and youth), and strengthening institutional capacity to prevent and resolve conflicts. The Ministry of Peace is seeking UNDP's technical and financial assistance to implement these priorities.

Concurrently, UNDP's recently approved Country Programme Document for Ethiopia 2020-2025 has a its first intended outcome: "*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.”*

To implement this CPD, UNDP is developing strategies in various sectors including a Peace Building Strategy and provision of support through its Governance and Democratic Participation Programme (GDPP). The main objective of that programme is to support the country 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. While the GDPP encompasses various governance dimensions, involving multiple implementing partners, the primary thematic focus is on:

- Strengthening accountability and integrity systems and combating corruption;
- Promoting civic engagement and participation;
- Strengthening of parliamentary functions;
- Diversity management, social cohesion, conflict management and peace building;
- Human rights promotion and protection;

Considering the scope of the reforms and the lack of significant democratic practice in the country, the challenges currently faced in the process are not uncommon. Such challenges are not unique to Ethiopia as several other countries faced with a similar set of circumstances combining a lack of economic opportunities, a youth bulge, a recently liberalized press, a nascent multiparty system, as well as irregular subnational conflicts, equally struggled to find a new equilibrium in which State-citizen and citizen-to-citizen relations could be peaceful. Ethiopia's political reforms require multi-layered interventions that can yield a more inclusive social contract and increase tolerance within and across communities in the country.

Such efforts to institutionalize a comprehensive understanding of the challenges to peace and develop holistic responses that will address their root causes will be pursued through a combination of a bottom-up participatory processes and elite dialogues. The Government of Ethiopia is committed to achieve a positive, holistic peace that is rooted in the socio-cultural fabrics of the society. As a commitment to its peace and stability objectives, the government formed a unique ministry – the Ministry of Peace – in 2018 to coordinate efforts at the national and regional levels.

UNDP has enjoyed a collegial relationship with the former Federal body – Ministry of Federal and Pastoralist Affairs with support provided to help build the institutional and technical capacities of the Ministry, to develop and implement conflict prevention and management mechanisms at all levels. The Ministry of Peace (MoP) was established under Proclamation with a mandate for prevention, management and coordination of conflict resolution efforts, including ethnic and political tensions, in Ethiopia. The Ministry is mandated to oversee eight<sup>1</sup> institutions and bring about holistic, integrated

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<sup>1</sup> National Intelligence & Security Service (NISS); Information Network Security Agency (INSA); Federal Police Commission; Finance Security & Information Centre; National Disaster Risk Management Commission; Agency for Refugee and Returnee Affairs (ARRA); Ethiopian Foreign Relations Strategic Studies Institute; and the Main Department for Immigration & Nationality Affairs.

and consolidated peace building efforts in Ethiopia through facilitated sustainable peace, reconciliation, inclusion and social cohesion to strengthen federalism, and equitable development<sup>2</sup>.

In support of GoE's stated commitments towards good governance and the rule of law, and reflective of the mandate of the Ministry of Peace which includes - responsibility for maintaining public order; developing peace strategies, and undertaking awareness creation and sensitization activities that ensure the peace; security and stability of the country and its people, the Ministry in collaboration with concerned federal and regional state government organs, civil society as well as international organizations and NGOs, is also responsible for ensuring that satisfactory mechanisms have been established at the regional and local levels for the effective delivery and coordination of assistance and protection in situations of internal displacement. In addition, when necessary and appropriate, the MoP brings issues concerning critical national consensus to the attention of the Government and follows their implementation.

In recognition of the volume and complexity of mandates entrusted to the Ministry and in an effort to make it fit to purpose, the Ministry has gone through major restructuring in 2019. This assignment will identify critical gaps – be it institutional, organizational or human and propose strategic and tailored capacity development strategies to enhance the capacities within the Federal Ministry.

Against this background UNDP, in collaboration with the Ministry of Peace wish to commission a two-person team to conduct a comprehensive institutional capacity assessment of the Ministry focused on the Federal level leading to the development of tailored capacity building plans which also integrate knowledge management approaches towards strengthening the overall capacities of the staff members that would enable the Ministry to deliver on its core mandate more effectively and efficiently.

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

#### **Objective**

The objective of the consultancy is to undertake a comprehensive capacity gap assessment of the Ministry of Peace and propose strategic capacity development responses. The proposals will enable the Ministry to formulate a range of comprehensive capacity development responses over a horizon of 3-4 years which would also include areas where defined knowledge management approaches could help the Ministry to more effectively discharge its portfolio responsibilities.

The specific parameters or purposes of the assignment will include;

- To assess and identify major institutional challenges, problems, gaps and capacity building needs;
- To assess the MoP organizational mandates, structures and capacity gaps in terms of human, financial, physical resources, and

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<sup>2</sup> Article 48 and Article 62(6) of the Federal Constitution

- Drawing on the evidence in the capacity assessment design a capacity building plan which identifies opportunities to adopt knowledge management approaches that are suitably prioritized to be implemented over a horizon of 3-4 years.

## **Scope**

The capacity assessment as well as the response package/strategy should take a multi-layer, consultative and comprehensive approach, and 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) and would be expected to provide capacity development plans that address these three levels. Equally important will be to consider knowledge management as an approach to develop the potential for MoP staff to develop and exchange knowledge, experiences that will help foster greater innovations from within the Ministry.

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 similar structures such as peace councils analogous to the Ministry of Peace. It also needs to set the bar high on what the Ministry needs to deliver on. The capacity assessment will help identify those areas of perhaps weakness or gaps where improvements are needed to deliver its mandate more efficiently, effectively, with enhanced integrity and professionalism, in a responsive, and adaptive manner. In other words, the initiative should help the Ministry to better understand where they currently stand and also serve as a tool to enhance their professional autonomy, institutional integrity and performance in the eyes of the Ethiopian public. It will also help to identify existing practices as regards knowledge management and how Ministry staff interact and are able to share knowledge and experiences in support of the mandate of the Ministry.

The assignment would require the review of multiple documents and targeted consultations with various actors within the Ministry, and outside, as deemed necessary. MoP will also consider the provision of information from the House of Federation, Peace and Security Bureaus and others to provide a big picture view on what others are doing in the sector. Consultations with programme development partners, within UNDP and civil society and the private sector may also help to enrich the quality of this assignment. But the key is that the Ministry and its staff members will be able to provide valuable inputs and insights into the areas most in need of targeted institutional capacity development support.

## **4. APPROACH AND METHODOLOGY**

The capacity assessment and capacity development plan will be undertaken by a team of national consultants, and as such the team should apply multi-disciplinary approaches to conduct the assessment and propose capacity development strategies and plans incorporating knowledge management approaches. Specific attention will be given to gender equality, social inclusion, conflict sensitivity and the capacity of the Ministry of Peace to mainstream these cross-cutting issues into their work. The Team is expected to adapt the UNDP methodology and tools to the Ethiopian context and ensure a full involvement of the Ministry in the design of the approach, survey tools, and implementation of the assignment.

In terms of process, the assignment involves but will not be limited to the following activities: a) initial planning, methodology design, desk review and data collection; b) consultations with the Ministry of Peace and other key institutions and partners); c) synthesis/analysis of results including examples of where knowledge management tools and approaches exist and submission of a draft report; d), presentation of the key findings to a Ministry of Peace stakeholder's validation workshop; e) further refinement in light of comments received about the assessment report and the capacity development plan f) submission of the final assessment report including key recommendations and detailed capacity development plans.

The methodology will also need to include consultations with non-state actors, in order to ensure that the perspectives of the stakeholders/counterparts/beneficiaries of the Ministry activities are included in the analysis. UNDP Ethiopia foresees in this assignment a platform to build national capacity within the Ministry to incorporate capacity assessment methodologies and approaches in their regular review mechanisms; the team of experts is hence expected to adopt a didactic approach when engaging with national counterparts in the delivery of the assignment.

The team may employ the following methods for assessment all of which need to be considered in light of the COVID-19 pandemic social distancing provisions:

- Desk review of key documents, including legal and policy documents,
- Self-assessment and survey questionnaires with MoP,
- In the current context of the pandemic, the consultants will need to propose innovative techniques to be used to provide opportunities for experience sharing as part of the assessment with key selected counterparts/beneficiaries,
- Individual interviews (MoP staff, counterparts/beneficiaries),
- Seek to draw out examples of knowledge management structures that may exist,
- Stakeholders' mapping and analysis of synergies/cooperation between/with other key governance institutions;
- Collating experiences and good practices from other countries, and
- Any other methods and tools deemed appropriate,

The team will summarize the data and information collected and carefully interpret and analyze to reach conclusions and viable recommendations. The findings of the assessment will be included into the CA reports. The CA report should identify capacity constraints and gaps and capacity development opportunities including examples of existing knowledge management pools of experienced staff within the Ministry and how these could be replicated within the Ministry that will help to inform the design of capacity development interventions. The interventions to be proposed need to be concrete enough to be translated into actions. There should also be prioritization to help guide the Ministry through the capacity development implementation phase.

## **5. EXPECTED DELIVERABLES**

The assignment involves the following deliverables:

1. ***An Inception Report***, which includes a clearly defined work plan/schedule for the assessment, together with assessment methodology and tools, based on UNDP's Capacity Assessment approach;
2. ***A comprehensive Draft Report*** of the Capacity Assessment which should be presented to UNDP and MoP. The draft report should clearly outline the findings of the assessment and recommend actionable strategies to address the identified gaps and issues within the Ministry of Peace;
3. ***Validation Workshop*** – the draft report will be presented at a stakeholders' workshop with the Ministry of Peace to solicit additional inputs and comments and to also validate/build consensus on the findings and recommendations;
4. ***A final Capacity Assessment Report*** – should integrate the inputs and comments from the stakeholders;
5. A comprehensive ***Capacity Development Plan*** with clear and prioritized actions (interventions), indicative budget and timeframe, as well as measurement of success/indicators.

The importance of knowledge management is to be included within the assessment since this will help to capture of insights and experiences amongst the Ministry staff that may already exist that can help to identify, create, represent, and distribute knowledge embedded in the practices and processes within the Ministry.

## 6. REQUIRED QUALIFICATIONS AND EXPERTISE

This assignment will be conducted by a team of ***two National*** consultants. It is highly recommended that one of the team members is a woman.

### ***Academic Qualifications and years of experience:***

The candidates should have:

- A minimum of master's degree in governance studies, public administration, public policy study, Conflict and Security Studies, development studies, organizational design/development, or in related social science field.

### **Experience:**

- A minimum of 10 years of professional experience and proven expertise in conducting capacity assessments (particularly in the governance and peacebuilding sector) and formulating capacity development responses;
- The successful expert should have experience in working in/with similar contexts in other public institutions ;

- Successful consultants are also expected to have deep understanding of the Ethiopian State System in general, the governance landscape as well as the Civil Service systems and structures;
- Strong knowledge or familiarity with current political, governance, development and donor contexts and issue in Ethiopia;

#### **Required competencies:**

- Ability to translate strategic thinking and innovative ideas into practical/operational recommendations and actions;
- Solid analytical and presentation skills;
- Excellent interpersonal, communication and negotiating skills;
- Fluency in Amharic and English language, both written and spoken;

#### **Desirable competency:**

- Given the remit of the MoP it would be helpful if candidates had some law enforcement background/knowledge.

### **7. REPORTING RELATIONSHIPS**

The successful consultants will work under the guidance of UNDP and MoP. They shall submit the required reports to UNDP at first instance for a quality assurance review. The consultancy team will closely liaise with the Senior Governance Adviser for the Governance and Democratic Participation Programme (GDPP), as well as with the Governance Team Leader and Unit members within UNDP. They shall also cooperate and closely work with relevant Director Generals within the MoP, programme donors and other stakeholders as necessary.

### **8. TIMEFRAME**

This assignment shall take a maximum of 70 **working days for each consultant spread over 3 months.**

#### **Timeframe with deliverables**

No.	Deliverables	Actions	Location	Duration (approx.)
1.	Desk review and submission of inception report	Prepare inception report with clear methodology and work plan	Home based	8 days
2.	Data collection and analysis	<ul style="list-style-type: none"> <li>- Undertake data collection applying the various methods and consultation with stakeholders</li> <li>- Analyze and interpret the collected data</li> <li>- Identify examples of how knowledge management tools and practices operate within the Ministry</li> </ul>	Addis Ababa and selected regions	20 working days
3	Write up and submission of draft report	<ul style="list-style-type: none"> <li>- Prepare and submit a draft, comprehensive CA report including examples of existing areas where the Ministry utilize their internal knowledge management resources.</li> </ul>	Addis Ababa	10 working days

No.	Deliverables	Actions	Location	Duration (approx.)
		- Prepare and submit draft capacity development (CD) proposal	Addis Ababa	12 working days
3.	Present findings & recommendations at a stakeholder's workshop	- Present the draft assessment findings at a stakeholders' workshop - Present draft capacity development strategies (proposal) with proposed prioritization	Addis Ababa	6 working days
4.	Submit revised final draft Assessment Report and CD proposal.	- Revise the draft Capacity Assessment Report based on the feedback from the workshop, - Synthesize the comments on the CA Report to read across to any necessary adjustments to the Capacity Development Plan - submit the final versions of the CA Report together with the CD Plan.	Home based	12 working days
5.	End of assignment report	- Preparation & submission of a final end of assignment report that includes lessons learned and any recommendations for further action.	Home based	2 working days

## 9. CONTRACTUAL ARRANGEMENTS

Separate contracts will be signed with the successful individual consultants, but they will be required to **work as a team**. One of the consultants will be designated as lead and will provide overall coordination and leadership within the team. The consultants will be jointly responsible for overall delivery of the work. They will have, as a team, collective responsibility to deliver on all the deliverables. They will be engaged for the whole duration of this assignment. The Senior Governance Adviser for GDPP will be the primary focal point and as such she will manage the overall process, assisted by the Team Leader and the Governance Team. The Ministry of Peace will designate the relevant Department who would facilitate the work from the Ministry side. The MoP and UNDP Joint Technical Team will oversee effective and timely implementation of the assignment and tackle any bottlenecks that may arise in the process.

## 10. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultants (National) are expected to submit both Technical and Financial Proposals. 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 weights of the proposals are:
  - a. Technical criteria weight is **70%**; and
  - 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; comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50 pts*
▪ <b>Criteria b.</b> Presentation (clarity, conciseness, audience friendly) of the content		25 pts**
▪ <b>Criteria c.</b> Ability to discharge the consultancy service within the timeframe as per the ToR		25 pts **
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

## 11. PAYMENT MILESTONES AND AUTHORITY

The prospective consultants will indicate the cost of services for each deliverable in **ETB all-inclusive<sup>3</sup> lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after **approving authority** confirms the successful completion of each deliverable as stipulated in this Terms of Reference.

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

Installment	Deliverables	Approval should be obtained	Percentage of Payment
1 <sup>st</sup> Installment	Submission of inception report	UNDP, MoP	20%
2 <sup>nd</sup> Installment	i. Data collection and analysis ii. Write up and submission of draft report	UNDP, MoP	30%
3 <sup>rd</sup> Installment	i. Present findings & recommendations at a stakeholder's workshop ii. Submit revised final draft Assessment Report and CD proposal.	UNDP, MoP	30%
4 <sup>th</sup> Installment	End of assignment report	UNDP, MoP	20%

<sup>3</sup> The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

## 12. 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 MoP and UNDP.

## 13. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECTIVE ICs

The Ministry of Peace and UNDP will jointly facilitate the organization of the meetings and FGD **UNDP CO shall be responsible for per-diem (living allowances as per day and shall not exceed UNDP/UN Daily Subsistence Allowance (DSA) Ethiopia/Addis Ababa/ as a duty station or equivalent as pertaining in the regions). Roundtrip ticket will be an economic class based on UNDP's procurement rules.**

## 14. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

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

### 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
- 1.7 Copy of Academic credentials

### 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

## 15. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Consultants 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 MoP and UNDP.

## 16. HOW TO APPLY

Interested consultant with required qualification and experience must submit their applications **through:**  
<https://etendering.partneragencies.org> UNDP/ETH10/Event ID: **ETH1959**