



ETHIOPIA

## TERM OF REFERENCE (ToR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	National Consultant for Final Project Evaluation of Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Ethiopia Project
<b>Project/Program Title:</b>	Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Ethiopia Project
<b>Post Title:</b>	National Consultant (IC) <b>Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)</b>
<b>Consultant Level:</b>	Level C (Senior Specialist)
<b>Duty Station:</b>	Addis Ababa
<b>Expected Places of Travel:</b>	Regions in Ethiopia (SNNP, Oromia, Somali etc. as appropriate)
<b>Duration:</b>	30 calendar days
<b>Expected Start Date:</b>	Immediately after concluding the contract agreement

### I. BACKGROUND / PROJECT DESCRIPTION

COVID-19 is now a global pandemic sowing death and causing enormous disruption to live as well as social and economic systems in 210 countries and worldwide (worldometers.info, as at 30 April 2020). Ethiopia like other countries around the globe has also been battling to contain the spread of COVID-19. The first case in the country was reported on 13 March 2020 in Addis Ababa. As at the time of writing this proposal (10th May 2020), this number had risen to a total of 194 confirmed cases affecting 8 of Ethiopia's 10 Regional States, and still rising, with Addis Ababa being worst affected with 53 cases. Following the first case, the government of Ethiopia have adopted a number of measures to reduce the spread including the setting up an inter-ministerial task force chaired by the Prime Minister; the activation Emergency Operations Centre (EOC).

It has also prepared a National Emergency Response Plan (NHRP) costed at USD 1.6 billion for 3 months (released on 1 April); imposed a State of Emergency (effective 8 April); expanded testing sites across the country; encouraged local production of essential supplies; and taken a host of policy and budgetary measures to respond to the pandemic. UNDP has been supporting the government in its responses and has developed an offer which is anchored in the core premise of buttressing rather than supplanting country capacity to handle the pandemic in ways addresses immediate needs while generating a stream of benefits beyond current challenges. Within the framework of the broader UN response, UNDP seeks to scale up its ongoing support to government focusing on high priority policy and advisory support for assessment and

planning; continuity of critical government functions; mitigation of the social impact of the virus; and the reinforcement of social capital to fight the pandemic.

These areas are broadly interlinked in three outputs including: strengthening the health systems; ensuring inclusive and integrated crisis management and responses; and addressing the socio-economic impact of COVID-19 including livelihoods improvement with a major focus on enterprises development (MSMEs) and jobs creation. Addressing these will contribute to containing the spread of COVID-19 and strengthen resilience of communities. Geographical focus areas will include but not limited to the Federal level, and three high priority regions (i.e. Somali, SNNP, and Oromia) where UNDP has ongoing programmes based on agreement with the Government of Ethiopia.

## II. SCOPE OF THE WORK

### 1. Objectives of the Evaluation:

The Consultant will collaborate with implementing partners, UNDP and other relevant institutions, development partners, as well as other key stakeholders of the project to conduct project final evaluation.

The project has been implemented for 9 months. UNDP's approach is designed within the broader UN response to prepare, respond and recover, addressing the immediate needs while generating a stream of benefits beyond the challenges of the here and now. It focuses on high priority policy and advisory support for assessment and planning; continuity of critical government functions; mitigation of the social impact of the virus; and reinforcement of social capital to fight the pandemic. The overall purpose of the Evaluation is to assess the processes and achievements made to draw lessons that will inform the development of the next project. The evaluation is intended to be forward looking which will effectively capture lessons learnt and provide information on the nature, extent. The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning.

The specific objectives of the evaluation are as follows.

- i. Determine the relevance and strategic positioning of the project to the needs arose in Ethiopia as a result of the ongoing COVID-19 pandemic.
- ii. Assess a) the progress made towards project results and whether there were any unintended results and b) what can be derived in terms of lessons learned for ongoing and future UNDP support towards COVID-19 response initiatives in Ethiopia.
- iii. Review the frameworks and strategies that UNDP and partners devised to deliver the project and whether they were well conceived for achieving planned results.
- iv. Analyse the extent to which the project enhanced application of a rights-based approach, gender equality and women's empowerment, social and environmental standards and participation of other socially vulnerable groups such as children and the disabled.

### 2. Scope and focus of the Evaluation:

The evaluation will look at the following areas: project management; project activities; reflection of aid coordination engagement and partnerships with the Government of Ethiopia and partnerships with other development partners. It will address the results achieved, the partnerships established, as well as issues of capacity and approach.

### 3. The Evaluation Questions

Questions will be grouped according to the OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; (d) sustainability; (e) impact; (f) coherence and include human rights, social inclusion and gender dimensions. Evaluators will suggest the questions, and these will be agreed to by UNDP. The following key questions will guide the end of project evaluation:

#### i. Relevance – Assess design and focus of the project

- To what extent did the project achieve its overall objectives?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project for responding to the threats COVID-19 incurred in Ethiopia. (including contributing factors and constraints)?
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

**ii. Effectiveness - Describe the management processes and their appropriateness in supporting delivery**

- Was the project effective in delivering desired/planned results?
- To what extent did the project's M&E mechanism contribute in meeting project results?
- How effective were the strategies and tools used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- What are the future intervention strategies and issues?

**iii. Efficiency – of Project Implementation**

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How was the project's collaboration with UNDP, the Government of Ethiopia, national institutions, development partners, and the Project Steering Committee?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

**iv. Sustainability- will the benefit last?**

- To what extent are the benefits of the projects likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints?
- Describe key factors that will require attention to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Describe the main lessons that have emerged?
- What are the recommendations for similar support in future?

(Nb. The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

**v. Impact – what difference does the intervention make?**

- To what extent the project intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. (Beyond the immediate results, this criterion seeks to capture the indirect, secondary, and potential consequences of the intervention)
- What are the ultimate significance and potentially transformative effects of the project intervention that were brought by the social, environmental and economic effects of the intervention? (Identify the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion.)
- Describe the main lessons that have emerged?

**i. Coherence – how well the project intervention fit?**

- To what extent other interventions (particularly policies) support or undermine the intervention, and vice versa.

- What were the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres?
- How consistent the project interventions were with other actors' interventions in the same context.
- Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors?)
- Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- Describe the main lessons that have emerged?

#### **4. Methodology:**

The evaluation will be carried out in accordance with UNDP evaluation guidelines and policies, United Nations Group Evaluation Norm, DAC evaluation principles and guidelines and DAC Evaluation Quality Standards. The evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments including:

- Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, theory of change, annual project reports, reports/minutes of the project steering committee.
- Semi-structured in-depth interviews with key stakeholders to gather primary data.
- Focus Group discussion with project beneficiaries and other stakeholders.
- Interviews with relevant key informants (see attached list of relevant institutions)
- Field visits and on-site validation of key tangible outputs through observations using checklist.

The evaluators are expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries. The final methodological approach including interview schedules, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

#### **5. Duration of the Evaluation:**

The evaluation is expected to start in March 2021 for an estimated duration of 21 business days (30 calendar days). This will include desk reviews, field work - interviews, and report writing.

### **III. EXPECTED OUTPUTS AND DELIVERABLES**

1. An inception report, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after 5 calendar days of commencing the consultancy. The evaluators will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide UNDP and key stakeholders the opportunity to verify that they share the same understanding about the evaluation objectives.  
The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report will be discussed and agreed upon with all stakeholders.
2. A draft comprehensive report that will inform all the key stakeholders including:
  - Representatives of the Government of Ethiopia.
  - UNDP
  - In-country representatives from multilateral and bilateral development partners.

The report will be produced in English. The report should provide options for strategy and policy as well as recommendations.

UNDP is responsible for ensuring timely arrangement for a Project Steering Committee meeting. Project Steering Committee members (UNDP and IPs) will provide comments within 5 calendar days after the reception of the draft report. The programme unit and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.

3. The Final Report: This will be submitted 5 calendar days after the validation meeting. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the UNDP M&E Policy/Guideline and should include the following:

- Executive summary (1-2 pages)
- Introduction (1 page)
- Description of the evaluation methodology (6 pages)
- Situational analysis about the outcome, outputs, and partnership strategy (6-7 pages)
- Analysis of opportunities to provide guidance for future programming (3-4 pages)
- Key findings, including best practices and lessons learned (4-5 pages)
- Conclusions and recommendations (4-5 pages)
- Appendices: Charts, terms of reference, field visits, people interviewed, documents reviewed

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report (including methodology and overall roadmap for assignment)	5 calendar days after signing of the contract	Team Leader of IGSD
2	Desk review, primary and secondary data collection. Interviews (as appropriate) and submission of draft report.	15 calendar days after presentation of inception report	Team Leader of IGSD
3	Validation meeting with power point presentation of the draft report.	5 calendar days after submission of draft report	Team Leader of IGSD
5	Submit final programme document which comments from stakeholders collected in the validation meeting is incorporated.	5 calendar days after the validation meeting	Team Leader of IGSD

#### **IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

This consultancy assignment may require travel of the consultant for field work to Addis Ababa and some regional capital cities (such as Jijiga etc.) for data collection (as appropriate) and interviews with stakeholders. The Consultant will report to the UNDP Team Leader the Inclusive Economic Transformation Unit and work under the direct guidance and close supervision of the UNDP Senior Resilience Advisor in the Inclusive Economic Transformation Unit.

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

- a. 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.
- b. Inclusive Economic Transformation (IET) unit will be in-charge for offering both administrative and logistics supports.
- c. 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>**

- a. Expected duration of work is 30 calendar days.
- b. Expected date of full completion is by the end of 15April2021 at latest. The delay of delivery of the deliverable may result in
- c. Target date for the start of work is 15March2021 and expected completion date is 15April2021 at latest.
- d. Estimated Lead Time (LT) for UNDP or Project Implementing Partners to review outputs, give comments, certify approval/acceptance of outputs, etc. is approximately 5 calendar days.

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

The international consultant will lead the production of the final programme document which will be submitted to UNDP.

The Consultant must possess the following key qualifications:

### **a. Education:**

- At least Master's degree in Public Policy, International Development, Development Economics, Development Planning, Economics, International Relations or any other relevant university degree.

### **b. Experience:**

- Extensive expertise, knowledge, and experience in the field of aid effectiveness and aid management process related issues, including the Paris, Accra and Busan agenda and its application in several countries.
- At least 10 years of experience in working with international organizations and donors.
- Knowledge and understanding of international and country-level implementation of aid effectiveness agenda.
- Experience of project formulation and evaluation.
- Experience in coordinating multi-donor funded projects/programmes.
- Extensive experience in UNDP mandate, policy, procedures, and programme management is desirable.

### **c. Language:**

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
- Excellent written and verbal communication skills in Amharic.
- Capacity to facilitate and communicate with different stakeholders

### **d. Functional Competencies:**

- Outstanding communication skills in English.
- Positive and constructive approaches to work with energy.
- Demonstrate openness to change and ability to receive and integrate feedback.
- Excellent written and verbal communication skills.
- Strong time management and meet established timelines.
- Practical experience in organization management, strategic planning of associations and public organizations at the national and regional level.
- Computer skills: good command of Microsoft applications (word, excel, PowerPoint) and common internet applications.

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<sup>1</sup> 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.

#### **e. Core 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.
- 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 is:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<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 10 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 consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

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</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Installment	Upon submission and approval of inception Report	Yes	20%
2 <sup>nd</sup> instalment	Following submission and approval of final report	Yes	80%

#### **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.

## **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) – use separate pdf file

Annex b. Duly Signed Personal CV's/P11 (use the template hereto) – use separate pdf file

Annex c. Financial Proposal – BREAKDOWN OF COSTS Template (use the template hereto) use separate pdf file

### **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. HOW TO APPLY**

Interested consultant with required qualification and experience must submit their applications **through:**

<https://etendering.partneragencies.org> UNDP/ETH10/Event ID: **ETH2351**