



ETHIOPIA

TERM OF REFERENCE (ToR)

GENERAL INFORMATION

Services/Work Description: **International of Consultant to Conduct Capacity Assessment and Gender Portfolio Review for UNDP Ethiopia Country Programme**

Project/Program Title: **Sida-UNDP Programme on Environment and Climate Change in Ethiopia**

Post Title: **International Consultant (IC)** - Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)

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

Duty Station: **Home Based**

Expected Places of Travel: **NA**

Duration: **50 working days**

Expected Start Date: **Immediately after concluding the contract agreement**

I. BACKGROUND / PROJECT DESCRIPTION

The United Nations Development Programme (UNDP) has operated in Ethiopia since 1981 focusing on providing Ethiopia with strategic support to build capacity and enhance the country's development results in the areas of poverty reduction and economic growth, democratic governance as well as climate-resilient development. With over 110 staff serving the country, UNDP provides support to Ethiopia to overcome its structural challenges as it strives to become a democratic, peaceful and prosperous middle-income country. UNDP supports a successful transition to democratic governance, address drivers of conflict to consolidate and build peace, foster enabling conditions for expanded job creation by the private sector (especially SMEs) and accelerate the transition to a green economy resilient to climate change. Gender equality and women's empowerment is embedded across all areas of work. UNDP is the sector lead for governance, peacebuilding, and rule of law in Ethiopia. In the humanitarian setting, UNDP co-leads among other UN agencies, government, and development partners, as per the humanitarian cluster system and is a member of the National DRRM platform.

UNDP signed a strategic collaboration framework agreement (2020-2023) with the Swedish International Development Cooperation Agency (Sida) to support integrated programming and the strengthening of organizational capacities. This framework agreement forms the basis for the Sida Programme on Environment and Climate Change (Sida Programme). The Sida Programme provides support to nine pilot countries to increase country office internal capacities and to deliver better country results in line with UNDP's Signature Solutions in an integrated manner. The Programme is designed to strengthen internal capacities to achieve UNDP's overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental and climate dimensions of its Strategic Plan.

The focus of the program at country level is achieving integrated results across the Nature, Climate, Energy portfolio and capacity strengthening in the areas of Social and Environmental Standards (SES); Gender Mainstreaming; and Data, Communications, and Knowledge Management.

The Sida Programme in Ethiopia has a 3-year work plan (2021-2023) to achieve integrated results in line with the Sida Programme objectives. The programme supports application of Social and Environmental Standards (SES) methodology and Gender Mainstreaming which includes Social and Environmental Assessments and Management Plans. Overall, the Sida programme has the following objectives and priorities:

- Support UNDP Ethiopia's internal capacities to assist the Government of Ethiopia (GOE) sustain development gains and increase resilience.
- Connect the dots across Ethiopia's NCE portfolio and strengthen the internal capacities of the CO for integrated programming that contribute to accelerate structural transformations for Sustainable Development.
- build knowledge, skill and competence in integrated portfolio management.
- ensure gender equality and women's empowerment is mainstreamed through programming and implementation as well as in view of updated Ethiopia's NDC and CPD priorities.
- strengthen social and environmental safeguards and integrated risk management in programming and implementation.
- improve data and knowledge management and communication systems.

The next-phase implementation includes a focus on capacity strengthening, along with activities to conduct a capacity assessment and complete a capacity strengthening action plan, which is an integral part of the 3-year work plan. Through CO capacity assessment and action plan development, the CO will strengthen its internal capacities and implementation for integrated programming, gender mainstreaming, environmental and social safeguards, and knowledge management and communications, across the Country Programme, to contribute to structural transformation and sustainable development in Ethiopia.

The purpose of this call is therefore to conduct capacity assessment of the UNDP Ethiopia country programme from a gender perspective based on enhancement and application of existing UNDP capacity assessment tools and methodologies. UNDP would like to involve external perspective on this process to identify gaps, and opportunities to enhance internal capacities for improved gender mainstreaming practices. UNDP therefore would like to hire experienced individual consultant to undertake capacity assessment of the country office in integrating gender in programmes and conduct portfolio review of existing projects from a gender perspective based on updated tools and methodologies. The objective, scope and experiences required for the consultancy assignment are describes in the next sections.

II. OBJECTIVES OF THE WORK

The overall objective of the capacity assessment is to strengthen UNDP capacities to achieve its overall sustainable development vision for poverty eradication through a more integrated, coherent approach to the environmental, gender and climate dimensions of its Strategic Plan. The specific objective of the assignment is therefore to identify gender capacity gaps in the country office and identify the level of gender mainstreaming in current UNDP projects. Based on the identified gaps, the consultant will support the development of detailed action plan in coordination of gender experts in UNDP to be implemented in the next one year to improve gender mainstreaming practices. The ultimate objective of the support is therefore to strengthen gender mainstreaming practices in UNDP Ethiopia country programmes through assessment of existing capacities and review of programme portfolio from a gender perspective.

III. SCOPE OF THE WORK

The capacity assessment is expected to cover the whole programme portfolio of the UNDP Ethiopia country office. The current programme portfolio encompasses three units and one Hub: Inclusive Economic Transformation, Climate Resilience and Environmental Sustainability (CRES) and Democratic Governance and Peace Building (DGPB) and Development Policy and Research Hub (DPRH). There are about 50 active projects under the portfolio of the country office with an annual budget of 60+ million USD. The country office has more than 150 personnel. The gender portfolio review will cover the whole programme under each Unit or Hub. Following the capacity assessment and portfolio review exercise, a capacity strengthening action plan will be developed which will be an integral part of the Sida project 3-year work plan. It will also serve as an input for the development of the country office gender equality and women empowerment action plan. Through CO capacity assessment and action plan development, the CO will strengthen its internal capacities and implementation for integrated programming, gender mainstreaming, environmental and social safeguards, and knowledge management and communications, across the Country Programme, to contribute to structural transformation and sustainable development in Ethiopia.

IV. METHODOLOGY AND APPROACH

The capacity assessment and portfolio review exercise are expected to utilize relevant and participatory methodologies well-aligned to the context. The service provider is expected to provide detailed and relevant methodology to undertake gender capacity assessment and programme portfolio review from a gender perspective. The service provider is also expected to adopt UNDP and Sida existing gender capacity assessment tools and methodologies which will be provided to the consultant at later stages. In particular, the methodology is expected to align with Sida's gender and NCE capacity assessment and action planning tool as well as UNDP's gender equality seal certification tool. The tools and methods are expected to be practical, participatory and result oriented. The service provider is expected to provide creative ways of conducting the assignment relevant to the objective of the assignment considering confidentiality of information.

Based on review of existing tools, the service provider is expected to formulate indicators for the capacity assessment to assess baseline, establish targets and measure progress over time. The service provider is expected to utilize existing data and collect additional baseline data against the indicators to identify strengths and weaknesses and provide basis for targets/action plan. Steps for capacity assessment are including:

- ☐ Develop/adopt tools of the capacity assessment and portfolio review
- ☐ Mapping and Analysis of Existing Data: Preparation of profile of existing data from UNDP systems (such as Results Oriented Annual Report (ROAR), Project Risk Dashboard, Quality Assurance System, etc)
- ☐ Undertake capacity assessment and portfolio review in coordination with UNDP programme core team established for this purpose
- ☐ Develop action plan - Establish targets and the actions that can be taken to achieve those targets. To this effect Identify actions related to:
 - Developing portfolio gender strategy with strategic areas to advance gender transformational results, including for CRES unit to review and update gender equality strategy and action plan in view of updated Ethiopia's NDC and CPD priorities.
 - Increasing % and # of outputs marked at UNDP Gender Marker rating GEN3.

V. EXPECTED OUTPUTS AND DELIVERABLES

The service provider is expected to conduct an initial desk review and then present a draft inception report upon completion of the desk review and preliminary assessment. The service provider is also expected to submit a clear methodology and

a work plan as part of the inception report. UNDP will review and provide feedback on the inception report. A draft report should initially be prepared and presented for comments. The service provider will be expected to incorporate all the valid comments/inputs and produce the final report as per the agreed details. The report should be written concisely and in English. The service provider is also expected to provide updates, in person or in writing, regarding the progress of the assignment, if and when requested. The following are the deliverables of the assignment:

- ☐ Inception report along with tools to be used for data collection, analysis and work plan.
- ☐ Capacity assessment and portfolio review first draft report to be reviewed for inputs and comments by UNDP and Sida;
- ☐ Present the findings of the assessment and portfolio review in a validation workshop, which will be organized by UNDP in Addis Ababa; and,
- ☐ Submission of the final report and action plan with annexure of primary data collected and used for analysis. The report should be comprehensive enough to capture major findings, conclusions recommendations and the way forward.

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report along with tools to be used for data collection, analysis and work plan	5 days	Portfolio Management Specialist (UNDP), Sida programme core team
2	Capacity assessment and portfolio review first draft report	40 days	Portfolio Management Specialist (UNDP), Sida programme core team
3	Present the findings of the assessment and portfolio review in a validation workshop	1 day	Portfolio Management Specialist (UNDP), Sida programme core team
4	Submission of the final report and action plan	4 days	

VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The service provider will work under the guidance of Portfolio Management Specialist of UNDP Ethiopia Country office and Sida programme core team. He/she shall submit the required reports to UNDP Sida programme core team and will closely liaise with the Portfolio Management Specialist of UNDP Ethiopia country office. They shall also cooperate and closely work with UNDP programme unit heads and government partners, and stakeholders as necessary. The UNDP Deputy Resident Representative for Programmes will provide overall guidance to the assignment.

VII. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

Home based assignment

VIII. DURATION OF THE WORK

The duration of the assignment is 50 working days spread over two and half months which will start up on the signing of the contract agreement with the service provider.

IX. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

a. Education:

Minimum of Masters degree in Gender Studies, Development Studies, Sociology, Social Work, Project Management or relevant fields of study or professional experience equivalent to the required level is required.

b. Experience:

- ☐ Minimum of 10 years of work experience relevant to the task at hand;

- ☐ Demonstrated expertise in gender analysis tools and methodologies, mainstreaming gender in projects and programs, especially in an organizational policy and practice context;
- ☐ Demonstrable experience in conducting research in similar contexts with the application of qualitative and quantitative research methodologies;
- ☐ Practical experience on project management/portfolio management;
- ☐ Thorough understanding of the gender context in the country, and experience working with government institutions and national/international organizations supporting gender and development;
- ☐ Solid analytical and presentation skills;
- ☐ Excellent interpersonal, communication and negotiating skills;

c. Language:

- ☐ Excellent knowledge of English, including the ability to set out a coherent argument in presentations and group interactions;
- ☐ Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff)

d. Functional Competencies:

- ☐ Practical experience in gender mainstreaming, organization management, strategic planning of associations and public organizations at the national and regional level;
- ☐ Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.
- ☐ Experience in the field of post-conflict coordination and proven analytical capacity, especially for issues relating to conflict prevention and resolution, reconstruction and development;
- ☐ Familiarity with programmatic issues;
- ☐ Experience in project design, implementation and evaluation/impact analysis;
- ☐ Capacity for responsible problem-solving and troubleshooting.
- ☐ Good knowledge of Ethiopia, including political, economic and social dimensions;
- ☐ Good knowledge of institutional mandates, policies and guidelines related to reconstruction and development, and a good knowledge of the United Nations System and the multi/bilateral cooperation.

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 favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

X. 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
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Criteria a. Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal		30 pts*
▪ Criteria b. Minimum 10 years of demonstrated experience in gender analysis tools and methodologies, mainstreaming gender in projects and programs, especially in an organizational policy and practice context		30pts**
▪ Criteria c. Minimum educational background as per the requirement in the ToR		10 pts **
▪ Criteria d. Competency-based Interview which allow to evaluate individual competencies in terms of language proficiency; analytical and comprehension skills; presentation skills; confidence; problem solving skills; teamwork ability, managerial ability.		30 pts**
Financial (Lower Offer/ Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

XI. IX. PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in **US dollars all-inclusive¹ lump-sum contract amount** when applying for this consultancy. The consultant will be paid **based on the effective UN exchange rate (where applicable), and** 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:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Installment	Submission and approval of inception report	Portfolio Management Specialist (UNDP)	10%
2 nd Installment	Submission of first draft report	Portfolio Management Specialist (UNDP)	40%

¹ 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

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
3 rd Installment	Submission of the final report	Portfolio Management Specialist (UNDP)	50%

XII. 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
- 1.7 Academic Credentials

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

XIII. 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.

XIV. XIV. HOW TO APPLY

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

<https://etendering.partneragencies.org> UNDP/ETH10/Event ID: **ETH2828**