



ANNEX I

TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONSULTANT TO CONDUCT CAPACITY ASSESSMENT OF THE OROMIA, SOMALI AND AMHARA REGIONS PEACE AND SECURITY SECTOR BUREAUS

GENERAL INFORMATION

Services/Work Description: Recruitment of Individual Consultant for the capacity assessment and development of capacity building response plan for Amhara, Oromia and Somali Regions Peace and Security Sector Bureaus

Project/Program Title: Strengthening Peacebuilding, Dialogue, and Reconciliation in Ethiopia

Post Title: National Consultant (NC)

Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)

Consultant Level: Level C (Specialist)/

Duty Station: Addis Ababa

Expected Places of Travel: Addis Ababa, Jigjiga, Bahir Dar and selected Zones of Oromia, Somali and Amhara Regions

Duration: 45 working days over two months

Expected Start Date: Immediately after Signing the Contract

I. BACKGROUND

Ethiopia is now in an unprecedented political and economic turmoil witnessing an increasing spate of violent conflicts across many parts of the country. The violence has been triggered by ethnic and political tensions, cross-border issues, bad governance, marginalization, and by disregard to using equitable distribution and utilization of public resources. The impacts of these violent conflicts are seen with the great suffering of citizens as witnessed with the very high casualties and displacements in the country. Amidst this precarious political and economic situation, Ethiopia has also successfully conducted the June 2021 General Election without major incidence during and in the aftermath that gave the legitimate mandate for Prosperity Party to lead the country for the next five years. As anticipated, the establishment of the federal and regional government is also completed creating new government institutions and also merging and restructuring few with revised missions and mandates.

The enormous social, political, and economic obstacles exacerbated by the escalating conflicts remain the challenges of both the new national and regional government. Efforts to deescalate conflict are also undergoing with the leadership of Ministry of Peace (MoP) at national level and the respective regional states through their Peace and Security Bureaus. However, building the capacity of the national and regional conflict prevention architecture is a critical task that would enable the reversal of the escalating conflicts and in turn ensure sustainable peace and development in the country.

Based on its Country Programme Document (CPD) (2020-2025), UNDP is proactively acting to align its priorities with those of the Government of Ethiopia. UNDP has been actively advocating for and was trying to identify programmatic entries to create conducive conditions for non-violent means to prevent and reduce violence, seek a peaceful resolution to ongoing conflicts, and work toward sustainable and lasting solutions addressing their root causes. Part of this effort is the development of the new peacebuilding programme where initial consultations have been undergoing with the Ministry of peace and government partners in Amhara, Oromia and Somali regions. The purpose of the consultation is to inform the design of a comprehensive peacebuilding programme that could respond to the national and regional peacebuilding priorities in Ethiopia with a particular focus on those regions targeted in the CPD. Any proposed interventions are expected to target jointly identified priorities backed by national/regional policy issues with inter-regional and national implications.

As part of its new ways of working, UNDP is also working to ensure its partnerships with state and non-state institutions to aim for institutional transformation based on rigorous, peer-reviewed, Capacity Assessments (CA) of those institutions. One such attempt was the capacity assessment that was conducted to identify critical gaps of the Federal Ministry of Peace, which was intended to inform a tailored capacity development strategy to enhance the capacities within the Federal Ministry. UNDP's continuing effort in this is also to conduct similar institutional capacity assessment in its targeted regions – Amhara, Oromia and Somali Regional States.

Against this background UNDP, in collaboration with the three Regional Peace and Security Bureaus, wish to commission an individual consultant to conduct a comprehensive institutional capacity assessment of the peace and security sector bureaus in Amhara, Oromia and Somali Regions. The assessment will identify the capacity gaps of those targeted bureaus thereby inform the capacity development component of the new UNDP peacebuilding programme for strengthening the implementation capacity of regional level initiatives on reconciliation, prevention, and peaceful management of conflict at all levels.

II. OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The objective of the consultancy is to undertake a comprehensive capacity gap assessment of the Amhara, Oromia and Somali Peace and Security sector Bureaus and propose strategic capacity development responses. The proposals will enable the institutions and UNDP 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 institutions to discharge their responsibilities more effectively.

The specific purposes of the assignment will include:

- Assess and identify major institutional challenges, problems, gaps and capacity building needs;
- Assess the Regional Peace/Security Sector Bureaus organizational mandates, structures and capacity gaps in terms of policy/legal frameworks, systems, human, financial, physical resources; and
- Draw 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 the regional Peace and Security Sector Bureaus staff to develop and exchange knowledge, experiences that will help foster greater innovations from within the bureaus. 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.
- It also needs to set the bar high on what these peace and security sectors need to deliver on.

The capacity assessment will help identify those areas of perhaps weakness or gaps where improvements are needed to deliver their mandate more efficiently, effectively, with enhanced integrity and professionalism, in a responsive, and adaptive manner. In other words, the initiative should help the Bureaus to better understand where they currently stand and serve as a tool to enhance their responsiveness to the citizens. It will also help to identify existing practices as regards knowledge management and how the Bureaus interacts with local people and other actors and are able to share knowledge and experiences in support of their specific mandates and interactions with the justice sector (regional police, regional judiciary, etc.)

The assignment would require the review of relevant documents and targeted consultations with various actors within the Bureaus, and others, as deemed necessary. The bureaus will also consider the provision of information from the Regional President Office, Women Children and Youth and Education Bureaus, to provide a big picture view on what others are doing in the sector. Consultations with programme development partners and civil society active in the region, as well as within UNDP may also help to enrich the quality of this assignment. But the key is that the Regional, and selected Zonal, and District Peace and Security Bureaus will be able to provide valuable inputs and insights into the area's most in need of targeted institutional capacity development support from UNDP.

The consultant shall select Zonal and District Bureaus to be consulted, in consultation with the Regional Peace and Security Bureaus.

III. APPROACH AND METHODOLOGY

The capacity assessment and capacity development consultant 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 Peace and Security Sector Bureaus to mainstream these cross-cutting issues into their work. The consultant is expected to adapt the UNDP methodology and tools to the Ethiopian context and ensure a full involvement of

the Regional Bureaus and other relevant actors in the design of the approach, survey tools, and implementation of the assignment. In terms of process, the assignment involves but not limited to the following activities:

- a. Initial planning, methodology design, desk review and data collection;
- b. Consultations with the Regional Peace and Security Bureaus, 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 assessment report;
- d. Presentation of the key findings to UNDP and the Regional Bureaus and their key stakeholders to validate the findings;
- e. Further refinement in light of comments received about the assessment report and the capacity development plan;
- f. Submission of the final assessment report with key recommendations and detailed capacity development response plans.

The consultant may also 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 the Regional Peace and Security Bureaus;
- In the current context of the pandemic, the consultant 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 (Regional, Zonal, District Peace and Security 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 national and regional governance institutions;
- Collating experiences and good practices from other countries, and
- Any other methods and tools deemed appropriate.

The consultant 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 Regional Bureaus and how these could be replicated within these Bureaus 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 Bureaus through the capacity development implementation phase.

IV. EXPECTED OUTPUTS AND DELIVERABLES

The consultants in close collaboration with the programme staff of UNDP's Democratic Governance and Peacebuilding Unit is expected to deliver the following.

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 Regional Peace and Security Bureaus. The draft report should clearly outline the findings of the assessment and recommend actionable strategies to address the identified gaps and issues within the Regional Peace and Security Bureaus;
3. **Validation Workshop** – the draft assessment report will be presented at a stakeholders' workshop 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 insights and experiences amongst the Bureaus Staff that may already exist that can help to identify, create, represent, and distribute knowledge embedded in the practices and processes within the Bureaus.

No	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception Report /plan	3 Working days	DGP Unit/UNDP
2	A comprehensive Draft Report of the Capacity Assessment	30 Working days	DGP Unit/UNDP, Regional Bureaus
3	Validation Workshop	1 working day	DGP Unit/UNDP, Regional Bureaus
4	Final Capacity Assessment Report	5 working days	DGP Unit/UNDP
5	A comprehensive Capacity Development Plan	6 working days	DGP Unit/UNDP, Regional Bureaus
Total days		45 days	

V. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The successful consultant will work under the guidance of UNDP and the Amhara, Oromia and Somali Peace and Security Bureaus. He/she shall submit the required reports to UNDP at first instance for a quality assurance review. The consultant will closely liaise with UNDP Programme Specialist within UNDP. The IC will meet regularly with UNDP to review progress and make joint decision on any issue.

VI. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC (if any)

UNDP jointly with the Amhara, Oromia and Somali Regional Peace and Security Bureaus will facilitate the organization of meetings and FGDs. There will be no specific logistics arrangement to

be provided by UNDP. The consultant is expected to provide its financial proposal inclusive of the costs (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) and roundtrip ticket that will be an economic class based on UNDP's procurement rules. The IC is expected to work with his/her own equipment including a laptop and any other equipment needed as per the scope of this TOR.

VII. DURATION OF THE WORK¹

The assignment is estimated to take 45 working over 2 months. UNDP DGPU require 5 working days to review and provide feedback on inception plan and training packages.

VIII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

Academic Qualifications and years of experience:

The candidates should have: ·

- A minimum of master's degree in governance studies, Sociology, Anthropology, 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 and the Amhara, Oromia and Somali Regional in Particular, and the governance landscape as well as the Civil Service systems and structures as applied to regional contexts; ·
- Strong knowledge or familiarity with current political, governance, development and donor contexts and issue in Ethiopia and targeted Amhara, Oromia and Somali Regions.

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 is desirable, both written and spoken; Oromifa and Somali language skill would be an advantage.

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.

Desirable competency:

- Given the engagements and remit of the Regional Peace and Security Bureaus it would be helpful if candidates have some law enforcement background/knowledge.

IX. CRITERIA FOR SELECTING THE BEST OFFER

Qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly, Individual Consultant 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	70%	100
▪ Criteria a. Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50 pts*
▪ Criteria b. Presentation (clarity, conciseness, audience friendly) of the content		10 pts**
▪ Criteria c. Ability to discharge the consultancy service within the timeframe as per the ToR		10 pts**
Total Technical		70
Financial (Lower Offer / Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

*** It is mandatory criteria and shall have a minimum of 50%**

IX. PAYMENT MILESTONES AND AUTHORITY

The prospective IC will indicate the cost of services in lumpsum for each deliverable in **US dollars all-inclusive² lump-sum contract amount considering DSA and Transportation costs** when applying for this consultancy. The consultant will be paid in local currency **based on the effective UN exchange rate 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:

² 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	Approval should be obtained	Percentage of Payment
1st Installment	Inception Report	DGP	20%
2nd Installment	A comprehensive first Draft and Final Report of the Capacity Assessment	DGP	40%
3 rd Installment	A Comprehensive Capacity Development Plan	DGP	40%
Total			100%

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 the concerned Bureaus and UNDP.

This TOR is cleared by:

Name: Shimels Assefa

Designation: Team Leader, DGPB Unit

This TOR is approved by:

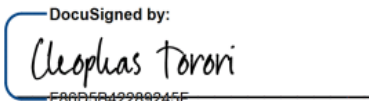
Name: Cleophas Torori

Designation: Deputy Resident Representative-
Programme

Date Signed: 25-Feb-2022

Signature:  3799C1E3F2D94C6...

Date Signed: 25-Feb-2022

Signature:  F86D5B42289245F...