



**Conservation of Biodiversity and Ecosystems Functions and improved well-being  
of Highland and Lowland Communities within Bale Eco region  
(SHARE-BER Project)**

**Terms of Reference (TOR)  
Call for proposal for conducting policy gap analysis for implementing a coherent  
multi-sector integration**

**&**

**Developing toolkit for implementing the multi-sector approach**

**June 2017  
Addis Ababa**



## 1. Background of SHARE BER Project

The Bale Eco-Region (BER) Project is located in West Arsi and Bale Zones of Oromia Regional State. It is a complex biophysical and socio-economic setting linking the south-eastern highlands with lowland systems within Ethiopia and outside through the flow of ecosystem services principally hydrology. The eco-region covers 16 woredas in an area of 22,000 km<sup>2</sup>. It is recognized globally as a biodiversity hotspot which encompasses the 2<sup>nd</sup> largest moist Montana forest in the country and provides critical ecosystem goods and services to highland and lowland communities. The Bale Mountains National Park (BMNP), located in its heart, is considered a regional ‘water tower’, as it provides year-round water to up to 12 million people. This globally important ecosystem, however, is under increasing threat from a growing human population. Deforestation and forest degradation coupled with the impacts of climate change are impacting the ecosystem as well as increasing the vulnerability of communities that depend on the BER.

Against this backdrop, a consortium of five partner NGOs, supported by the European Union’s SHARE (Supporting Horn of Africa Resilience Ethiopia) Program, are implementing a project titled “Conservation of Biodiversity and Ecosystems Functions and Improved Well-being of Highland and Lowland Communities within the Bale Eco region”. These partner NGOs are: Farm Africa (leading), SOS Sahel Ethiopia, International Water Management Institute (IWMI), Frankfurt Zoological Society (FZS) and Population Health and Environment Ethiopia Consortium (PHEEC).

The overall objective of the project is to enhance drought resilience, food and nutrition security of vulnerable populations in Southern and Eastern Ethiopia. The project’s specific objective is to conserve biodiversity, ecosystems functions and services in BER and increase resilience and well-being of highland/lowland communities through implementing eco-regional, multi-sector and PHE integrated approaches. The project has been benefiting, ~878,000 people living locally and around 12 million people residing in the downstream areas at both national and international level are indirectly benefited from the program.

In support of government goals, such as what is reflected in the Sustainable Development Goal (SDG) “integrated development is the heart of the 2030 development agenda”, the project has also aimed to test the benefits of adopting participatory, multi-sector and integrated approaches working in line with the different government policy and strategy frameworks designed for conserving natural resources.

This TOR is, therefore, to identify policy gaps in the area of sector integration and develop a toolkit for implementation of multi-sector approach.

## 2. Integrated SHARE BER Project Approach

The Bale Eco-region (BER) is one of the global biodiversity rich areas. The eco-region comprises diverse ecosystems that are inter-dependent and function with immense complexity such that its management demands collaboration and partnership of actors of various sectors and development actors to better achieve sustainable biodiversity conservation and maintaining eco-system functions. The multi-sector partnership and collaboration will be an important instrument to have an optimum contribution for SDG, GTP II, CRGE and regional strategies. The SHARE BER project was thus initiated so as to implement multi-sector, integrated and landscape developmental approach

that brought together different stakeholders including government and communities to exert coordinated efforts with the spirit of constructive engagement and strong partnership at all levels.

The project is implemented by a consortium of five NGOs each of which has its own excellence and expertise in different disciplines and long years of experience in the fields of rural development with practical existence in the area. The organizations have joined hand in hand and developed a shared vision and common goal of implementing an integrated multi-disciplinary development project taking the Eco-region approach in the area. This has thoroughly planned at the outset with formal MoU signed among the consortium members so as to build common value and ownership. In line with this, consortium member organizations and partners have developed the project plan by incorporating appropriate tools and methodologies for implementing impact oriented activities that can address the critical challenges of the Eco-region. Similarly, activities like common field level office, joint data collection, monitoring, communication and knowledge sharing strategy (e.g. Eco-region Newsletter) have been developed and applied.

The underlining objective of the multi-sector mechanism that is established among the consortium members and with other partner organizations is centered on how the members can put in place appropriate exit strategy on the one hand and contribute for the success of the inclusive eco-regional approach at household and watershed level on the other hand. In this regard, the major multi-interventions implemented by the project are: Integrated Watershed Management (IWSM), Participatory Land Use Planning (PLUP), Participatory Forest Management/Participatory Rangeland Management (PFM/ PRM), and livelihood activities. These interventions are implemented in an integrated manner at household and watershed level.

Corresponding to this, the project applied the following consortium management arrangements: Strategic Management Committee, Joint Technical and Financial Team, common Project Coordinator and MEL Specialist. At field level, the consortium member organizations pulled resources and established common working office and logistics, and joint monitoring system.

The project has also applied a multi-sector integrated approach across the Bale eco-region by establishing functional twelve kebele, seven woreda and one inter-zone (Bale and Arsi zones) level taskforces and one pastoralist forum as showcase. This approach has helped to bring the different sectors and actors with different discipline to be coordinated in solving broad range of problems which cannot be solved by one sector alone.

### **3. Objective of the assignment**

This assignment aims to accomplish two major objectives: a) analyze policy gaps on implementing coherent sector integration and recommend policy options which can work with the local context through showcasing the multi-sector approach which has been implemented in SHARE Bale eco-region project; b) develop toolkit on multi-sector approach which will be used as a tool for policy makers, planners and practitioners for designing and implementing sector integrated development interventions.

### **4. Scope of the assignment**

The policy gap analysis for multi sector integration will focus on reviewing policy issues related to sector integration in Ethiopia. It reviews policy frameworks of the country on sector coordination/integration, identify gaps, and analyze existing potentials in the area. Besides the assignment will oversee the SHARE BER project documents, among others such as;

- Research findings studied in the area of eco-regional management, natural resource conservation, Population and other related studies;
- Review hydrology scenario analysis and community platforms;
- Review tools such as: community based monitoring, control hunting area management, environmental decision making support tool, etc.
- Review of integrated natural resource management: participatory forest management, participatory range land management, park management and shared management responsibility, community based organization, watershed management, participatory land use plan
- Review multi-sector taskforce frameworks, guidelines, and other related documents
- Review of other countries' experience of sector integration and policy package

In relation to developing toolkit for implementing multi-sector approach, it needs to oversee among others the following:

- Concepts, terms, definitions and features of components in design and implementation of sector integration
- Review of what works, what not works and who are the collaborators with multi-sector integration and provide evidence based data supported analysis
- Review and summarize impacts on the area, review platforms, identify collaboration gaps in expertise networks, legal entities, communication among partners
- Allocation of decision making authority based on area of expertise
- Establishing governance structure (Creation of formal and informal organizational system for project management, forming committee and working groups, etc) and demonstrate organizational competency and ability
- Establishing coordination mechanism (assigning individuals/organizations responsible for coordinating)
- Define the intent of monitoring, evaluation, documentation and communication of the collaborations, outcomes and lessons learned, and establish sharing platforms, etc)
- Review, identify and develop stages of inter-sector collaboration, such as; Diagnosis, Design, Implementation, assessment, etc.)
- Review and synthesize elements of inter-sector collaboration (goal, scope, size, committed resources, type of output, length of time, legal consideration, decision making protocol, etc...)

## 5. Methodology and approach

The multi sector policy gap and analysis and developing toolkit will employ mainly document review and consultative approach. It focuses on review of relevant documents written on Ethiopian context and includes also others which describe other countries' experience on the area. The two basic approaches which will be used to accomplish this assignment will be:

- **Documents review:** detail search of research literature, international and national experiences in multi-sector integration design and implementation. Review the different sector policies that are currently at work and identify gaps in the existing policies. Relevant documents, such as; policy frameworks, strategies, platforms, research findings, tested lessons, etc. Besides, review of documents in relation to SHARE BER project, such as; hydrology analysis and community

platforms, tools & management systems (community based monitoring, control hunting area, Participatory forest and rangeland management, protected area management, community based organization, watershed management, participatory land use planning), multi-sector taskforce guidelines/frameworks, agreements/MoU, etc...

- **Key informant interview** – Collect relevant information on key government partners, professionals as required and SHARE BER project implementing partners’ staff on: consortium approach, eco-regional approach, sector integration, strategies/systems/platforms/tools/guidelines, etc...

## 6. Expected deliverables

The following outputs are expected from this assignment;

- Inception report including methodology/approach describing data organizing tools, scope, detail activity plan and time frame, etc.
- Draft checklist for information gathering including list of documents which will be reviewed and questions for interview of professionals and partners
- Finalized multi-sector implementation policy gap analysis document – content of the document will be upon agreed outlines by the consultant and evaluation team at PHEEC. The policy analysis document report not exceeding 50 pages which is specified with Times New Roman and font size 11. However the consultant can include supportive documents as annex.
- Finalized toolkit for implementation of multi-sector approach – the sections of this toolkit will also be framed on agreed contents. The outline of the toolkit not exceeding 50 pages, which is specified with Times New Roman and font size 11. However the consultant can include supportive documents as annex.

The two reports; analysis of policy gaps in implementing sector integration and toolkit for multi-sector approach are separate documents which will be produced with the specification stated in section d of 7. The reports should fulfill the requirements described in the following table:

Report should be...	A thoughtful, well-researched, well-organized, and specific to the objective
<b>Executive Summary</b>	Include a 2 to 3 page Executive Summary that provides a brief overview of the reports objective, background, methods, findings, and conclusions.
<b>Objectives and selected tools</b>	Address all objectives and selected tools in ToR.
<b>Methods</b>	<ul style="list-style-type: none"> <li>▪ Explain methodology in detail.</li> <li>▪ Disclose limitations in organizing the analysis and developing the toolkit.</li> </ul>
<b>Findings</b>	<ul style="list-style-type: none"> <li>▪ Present findings as analyzed facts, evidence and information supported by strong study findings and facts.</li> <li>▪ Include findings that addressed the objectives and selected tools.</li> </ul>

<b>Recommendations</b>	<ul style="list-style-type: none"> <li>▪ Support recommendations with specific finding that have relevance implementation implications.</li> <li>▪ Provide recommendations that are action-oriented, practical, specific, and define who is responsible for the action.</li> </ul>
<b>Annexes</b>	<p>Include the following as annexes, at minimum:</p> <ul style="list-style-type: none"> <li>• ToR</li> <li>• All analysis tools (checklists, discussion guides, etc.).</li> <li>• A list of sources of information (key informants, documents reviewed, other data sources).</li> </ul>

## 7. Responsibilities of the consultant

### The consultant:

- Should be familiar with and willing to work with the Ethiopian context.
- Should keep the deadline of the assignment as per the agreed schedule – there is strong push from partners and donor side on delivering the assignment on time. The evaluation team at PHEEC will not tolerate a delay on this regard unless something beyond our control has been happened.
- Will report to PHEEC, responsible person - MEL specialist
- Is expected to use his/her equipment such as computers
- Facilitates workshops or meetings to present draft report and any other findings to evaluation team at PHEEC and partners for endorsement.
- Drafts analysis tools (formats, checklists) based on the framework and scope of this assignment
- Ensures methodologies and approaches are standardized and contextualized for this assignment and the country as well.
- Gather information through review of documents and consultation of relevant professionals, partners and SHARE BER project staff.
- Provides briefs (debriefs) of progress on and results of the analysis to PHEEC evaluation team
- Submits draft report and tools used.
- Incorporates comments and produces final document (the final document will be submitted in soft and hard copies).
- Submits final report following agreed format
- Submits soft copies of the report & final report with hard copies in color print (3 copies) to PHEEC
- Presents the report findings and recommendations to SHARE BER implementing partners and partners of the government in one workshop.

## 8. Responsibility of PHEEC

- PHEEC will cover costs for the assignment as per the agreed amount of the bid, and workshop for endorsement
- PHEEC will provide the consultant with all necessary documents of SHARE BER project which are relevant to the assignment.
- Reviews and gives feedback on design and draft reports
- Effects payments based on agreed terms and conditions
- Supports in facilitating meetings and the final endorsing workshop

## 9. Lines of communication

Day to day support to the Consultant will be coordinated by the MEL specialist in consultation with SHARE BER project partners as needed. Communication relating to the management of finance for the consultancy will also be performed by the PHEEC Finance & Administration head.

## 10. Timeframe

The entire period of this consultancy work will take a total of 40 days that will include preparation, development of analysis tools, review of documents, interview of relevant persons as needed and preparation of draft and final reports. The time frame is indicated in the below table:

No.	Activity	No. of days
1	Inception report, discussion and agreement with PHEEC (including preparing tools for organizing information)	5 days
2	Review of relevant documents and interview of key persons for gathering all the necessary information	10 days
3	Write up of the analysis on policy gaps of implementing multi-sector approach and developing the toolkit	18 days
4	Final reports incorporating comments	5 days
5	Workshop with partners for sharing findings/recommendations and toolkit and receive comments from participants	2 days

## 11. Qualification and required competencies

The policy gap analysis on implementing multi-sector approach and developing toolkit should be carried out by qualified professionals with the following essential qualifications and competencies:

- The lead consultant should have a master's degree and above and minimum of 10 years' experience in leading policy analysis, toolkit preparation, manual/guideline development, and other related tool development with a focus on sector integration for managing natural resource and have demonstrated knowledge on integration of population, health and

environment with other sectors, and having familiar with consortium approach is advantageous.

- A team of experts (shall be at least three including the lead) with master's degree and above in agriculture, health, economics/demography/development study, natural resource management and related discipline with a demonstrated knowledge and experience on their profession and proven experience on design of strategy, policy, toolkit, guideline/manual, and inter-sector analysis.
- Demonstrated academic and practical experience in qualitative research methodologies, secondary information gathering, analyzing and organizing.
- Strong analytical, document review, exploring & summarizing information on internet, facilitation, organizing and communication skills.
- Excellent reporting skills.
- Fluent in professional English
- Commitment to meet the deadlines, with available resources.

## 12. Application procedures

Interested firms are requested to submit:

1. Proposal detailing their interpretation of the TOR, proposed methodology, work schedule and manpower. TOR is available at PHEEC office and its website;
2. List of team members with capability statements demonstrating how they meet the required qualifications and competencies;
3. Copies of Curriculum Vitae (CVs) of the specific individuals that will form the team that will carry on policy analysis and the toolkit;
4. Sample reports of policy analysis and toolkit preferably related with this assignment which has been completed recently, not more than two years ago (this will be treated as confidential and only used for the purposes of quality assurance);
5. References from previous clients/employers referring to assignments which will be submitted for this proposal.

All candidate firms who meet the required qualifications may apply by submitting an updated and comprehensive application together with sealed technical and financial proposals fulfilling the requirements indicated in the Terms of Reference in person to PHEEC office located in Bole Bridge in front of Brass Hospital, ABCO Building 3<sup>rd</sup> floor or can send through PHEEC's postal address, P.O.Box:4408, Addis Ababa, Ethiopia within 10 working days of the vacancy announcement. Deadline for submission will be \_\_\_\_\_. Candidates may collect the TOR from PHEEC office in person during working hours (8:30am – 5:30pm) or can download on this website: \_\_\_\_\_. For any further information please contact our office through 0116634121/16.

Successful applicant will be notified by email and or telephone address.