



# Call for Applications – Team Leader / Project Design Specialist

## PARM Terms of Reference

12 May 2021

## Background

Agriculture is the main productive sector of the Ethiopian economy and it contributes about 37% of the country's gross domestic product (GDP), more than 80% of its exports earnings, and supplies about 70% of the country's raw material to secondary activities<sup>1</sup>. Crop production is estimated to contribute on average around 60%, livestock accounts for around 27%, and forestry and other subsectors around 13% of the total agricultural value<sup>2</sup>. The agricultural sector of Ethiopia is dominated by smallholder farming.

Ethiopia has embarked on a process of agricultural growth and transformation which envisages accelerated and sustainable growth and greater integration of the sector into national and global markets. Nevertheless, because smallholder agriculture remains exposed to various risks i.e. weather risks, biological (pest, diseases, outbreak, epidemics and pandemics) and environmental risks, inputs risks, outputs market risks, policy and institutional risks, political and security risks, logistical and infrastructure challenges, farmers' capacity to manage such risks must be developed if agricultural transformation is to be realized. As such, promotion and capacity development of better Agricultural Risk Management (ARM) are considered to be a key aspect of agricultural transformation in Ethiopia. Sustained capacity building in ARM development is required at all levels, including service providers, policymakers/regulators, users (especially farmers) and extension officers, who may be disseminating information on ARM policies and tools.

In order to respond to the effects of agricultural risks, the International Fund for Agricultural Development (IFAD), an international financial institution and a specialized United Nations agency dedicated to eradicating rural poverty and hunger, hosts the Platform for Agricultural Risk Management (PARM). PARM is a G7-G20-initiative created in 2013, has the mandate to enable the integration of a holistic agricultural risk management (ARM) approach into policy planning, institutional capacities and investment in the agricultural sector of Least Developed Countries and Lower Middle-Income Countries. The objective is to move away from a culture of coping with disasters towards a smart management of risk, and support building resilience in the agricultural sector.

PARM is a multi-donor partnership co-financed by the European Commission (EC), Agence Française de Développement (Afd), the Italian Agency for Development Cooperation (AICS), IFAD, KfW Development Bank through the support of the African Union Development Agency- NEPAD (AUDA- NEPAD)/ CAADP, a PARM strategic partner. Also, PARM benefits from the technical assistance of a pool of international and regional multilateral partners (World Bank Group, the Food and Agriculture Organization (FAO), World Food Programme (WFP), African Risk Capacity (ARC); knowledge partners

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<sup>1</sup> FAO (2018). **Small Family Farms Country Factsheet: Ethiopia**

(Agrinatura, International Food Policy Research Institute (IFPRI), etc.); farmers organizations (ROPPA, EAFF); and private sector (CARGILL, MUNICH RE), among others ([www.p4arm.org](http://www.p4arm.org)).

The implementation of PARM is done in phases. Phase 1 ( PARM Horizon 1) was implemented in 2013-2019 with the aim to mainstream ARM at global level and enable the integration of a holistic agricultural risk management (ARM) into the policy planning and investment plans in 8 Sub-Saharan African countries, including Ethiopia.

During its first phase (2014-2019) in Ethiopia, PARM conducted a comprehensive risk assessment study (RAS)<sup>3</sup> where it identified several priority agricultural risks in the Country. The top five risks identified at national level were drought, plant and livestock pest and diseases, price shock, input risks and erratic rainfall. Through consultations with the stakeholders, a feasibility study on sustainable investment for capacity development in ARM was conducted in 2018. In addition, a five-day training course on ARM for extension workers, representatives of the MoA, and other stakeholders was organized in 2018.

With the phase 2 (PARM Horizon 2) that runs 2019-2024, the Government of Ethiopia (GOE), through the Ministry of Agriculture (MoA), re-iterated its engagement with PARM to be part of the second phase by signing an aide memoire in December 2019 after the PARM Secretariat's mission to Addis Ababa, Ethiopia. Under the leadership of the Extension Directorate of MoA and the Members of the steering committee of the mandate zonation, all parties agreed to initiate an inclusive evidence-based approach to developing capacities that is aligned to the Ethiopian Agricultural Mandate Zonation Strategy, and that will result in the co-design of capacity development and investment project plan. The foregoing strategy aims to promote better coordination in the provision of client-centered and multi-actor agriculture extension and advisory services in the country.

In the current ongoing phase 2, the MoA and PARM have selected 3 zones in three regions of Ethiopia, i.e. Afar, Amhara and Oromia as a pilot to test the PARM capacity development approach and tools that will result in to leverage lessons learned towards the final and far-reaching target of designing a capacity development and investment project to scale up the pilot phase in the entire country. Capacity development uses a learning cycle approach to capacity development, with learning cycles organized in a chronological sequence: Learning Cycle 1 (LC1), Learning Cycle 2 (LC2) and Learning Cycle (LC3), each with a specific objective. Learning cycle 1 (LC1) is associated with *raising awareness and engaging key actors specifically*; Learning cycle 2's (LC2) objective are *assessing and prioritizing risks and assessing capacities to manage risks*; Learning cycle 3 (LC3) aims to *co-vision and co create programs or an investment plan for the country based on lessons learnt from the three pilot regions*.

Currently, PARM and the MoA are conducting the LC1 in the three pilot regions in which individuals from each selected regions are/will be identified after the first regional learning event and engaged as PARM Learning Facilitators for each pilot region. Initially, three ARM Learning Facilitators will be identified, coached, mentored and supported by a Regional and National Resource Person. Together, they will create a regional team supporting each other in the major tasks of strengthening capacities to manage agricultural risks within the region. They work with key and strategic organizations in the region. The team is further supported by national and international technical resource persons of PARM, key development partners from Ethiopia and the mandate zonation steering committee through the Agriculture Extension Directorate.

## Duties and responsibilities

The principal responsibility of the international consultant- Team Leader Project Design Specialist is requested to provide leadership, in coordination with the PARM team and Ethiopian partners, in the design of a fundable project on ARM capacity development and investment.

With the guidance of the PARM Lead Technical Specialist and under the supervision of the PARM Technical Specialist and KM and Communication Officer, and in close collaboration with the Country team (i.e. the PARM Liaison Officer, National Lead Facilitator and Lead Learning Facilitator) the, Directorate of Extension at MoA and member of the Steering Committee of the Mandate Zonation strategy, governments, stakeholders and the PARM Technical and Financial Partners (AFD, AICS, BMGF, EU, KfW, USAID,...), the consultant will provide technical leadership and coordination of a team of experts to support the PARM Secretariat and country stakeholders in preparation of the design of the project.

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<sup>3</sup> <https://www.p4arm.org/document/ethiopia-country-final-report/>

He/she will be responsible for:

**a) Governments, Donors and technical stakeholders engagement**

- In collaboration with PARM map and engage with the most relevant country TFPs in the field of ARM and Capacity Development and assess their strategies and funding mechanisms;
- Ensure the identification and engagement of possible additional donors and in the mobilization of resources to finance the project/programme, either entirely or one of its components.
- Identify and participate to the relevant technical and sectoral meetings and working groups related to ARM to strengthen donors engagement;

**b) Leading the design process**

- Develop a Concept Note (CN) and work plan to support the implementation and supervision of the country design process in consultation with the PARM Secretariat, PARM Ethiopia team members, donors and government counterparts;
- Draft the TORs of the project/programme design study in line with the axes included in the Concept Note (CN) and TFP's priorities. The strategic and institutional framework of the project/programme should ensure its alignment with the relevant national policies as well as ensuring that gender and other priority topics are mainstreamed. This will include: (i) a mapping of actors and initiatives on capacity development in ARM tools, (iii) assessment and alignment of the strategic and institutional framework of the relevant national policies and donor strategies and other more in-depth information for the design of the project / programme;
- Identify and supervise the team of experts/consultants, to carry out the design of a high quality project / programme;
- Organize the mission(s) to undertake the design studies as well as coordinate technical working groups and joint project formulation;
- Supervise and plan the tasks with each member of the mission and give advice on their individual work plan and consultations;
- Prepare an aide-memoire with the contributions of the members of each mission organized for their presentation to the government and the TFPs.

**c) Delivery of a project technical and financial proposal and implementation support**

- Produce draft and consolidate the project/programme document, including team members contributions, required appendices and annexes (Logical framework, Budget, Work Plan, M&E plan, etc.), in accordance with the requirements, standards and formats agreed with stakeholders and government;
- Ensure that the project/programme is technically sound, institutionally clear (roles and responsibilities) and of easy implementation. Ensure that there is an adequate link between all project components with clear relevance and contribution to the achievement of project objectives; and that it is gender responsive;
- Supervise the formulation and design of project/programme costs and economic and financial analysis (budget) in collaboration with the mission economist;
- Review the institutional and management arrangements of the project to ensure that they are clear and promote adequate coordination between the different activities of the project, and between the implementing agencies at local level and with other partners;
- Ensure that the proposed activities, the suggested implementation methodology, the project management structure and the cash flow mechanisms are fully understood by the agencies concerned and their opinions and consensus obtained, clearly defining responsibilities and roles of the agencies involved;
- Provide support and guidance to the key stakeholders, TFPs and other relevant institutions on the consolidation of the design proposal and implementation support of the final project;

## Impact of Key Results / Key Performance Indicators

The key performance indicators for Design Team Leader consultants include (i) engaging with the country stakeholders and guiding the technical working group team through the design process, (ii) coordinating the design process ensuring the quality and timeliness of inputs from other consultants working on the design and (iii) delivery of a final output in the form of a project proposal including objective, activities, results, implementation arrangements, costs, economic analyses, M&E plan, etc.

## Representation / Work relationships

The Design Team Leader will be under supervision of the PARM Technical Specialist with the guidance of the PARM Lead Specialist, and work in close collaboration with the PARM Ethiopia team aforementioned. In addition, the consultant may represent PARM at the country level in close consultation with PARM country liaison officer, as the consultant will be required to collaborate closely with government representatives, key stakeholders and the PARM Technical and Financial Partners (TFPs) in the country.

## Deliverables and payment schedule

The estimated number of working days for this consultation that is 60 spread over four months. However, if necessary, and agreed upon by both parties, possible modifications can be made.

Indicative period/ date**	Expected results	Estimated days for the task	payment
June, Wk 1	Contract signature	-	-
June , Wk 2	Inception report (concept note) and work plan	5	30%
June,Wk4/July Wk 1	Field mission* for Data collection and meetings with key stakeholders	10	-
August, Wk 2	Validation of the Preliminary results of the investment plan	10	20%
August, Wk4	Consolidation/formulation of project/program document (draft 1) : narrative, action plan (with M&E), budget and financial plan	15	-
September, Wk2	Field mission for technical validation of the project document;	10	20%
September, Wk4	Finalize project document and submit to Government /Financial and Technical Partners	10	30%
<b>TOTAL</b>		<b>60</b>	<b>100%</b>

\*Travel costs are covered by PARM

\*\* Dates to be agreed with Government

## Competencies

### Technical and functional

- Demonstrated in-depth knowledge of the principles and concepts of project and programme design at policy level including sound understanding of project financial management, such as financial reporting standards.
- Demonstrated capacity to identify and analyse systemic issues, formulate options and make conclusions and recommendations to resolve it.
- Analytical and organizational skills.
- Demonstrated ability to communicate effectively in a diverse organization tailoring language, tone, style and format to match the audience; ability to present corrective feedback in a considered and tactful manner to promote acceptance.
- Maturity and confidence in dealing with senior members of national institutions;
- Proven ability to conceptualize, plan and execute complex processes across a wide range of stakeholders, advance ability to work quickly and under pressure.
- Ability to work effectively as part of a multidisciplinary team is of importance as is the ability to take leadership when appropriate

- Capacity to coordinate multiple teams and consolidate the technical assessments/reports in one final document/project

## Minimum recruitment qualifications

### Education

- Academic/Professional qualification - Advanced University degree in Economics, Agronomy, Finance or a related professional qualification;

### Experience

- At least 10 years' experience in donors funding mechanisms, negotiations and project design (the use of the appropriate terminology and template);
- Demonstrated experience in capacity development programmes and projects, agriculture, finance, rural development with a particular focus on small scale and meso level farmers and stakeholders;
- At least 7 years of experience in project financial design;
- Demonstrated knowledge of project/programme design in the region
- In depth knowledge and experiences working in Ethiopia;
- Experience in gender mainstreaming and gender analysis will be an asset;
- Demonstrated experience working as a team leader of rural development project design.

### Language requirements

- Full command, written and verbal communication in English
- A working proficiency in Amharic would be a significant advantage

## Contractual details

**Tentative Start date of assignment:** First week of June 2021

**Contract duration:** 60 days between June and September 2021

**Location:** Home-based with travels to Addis-Ababa, Ethiopia

## Application procedure

Interested candidates are invited to send their CV and motivation letter to [parm@ifad.org](mailto:parm@ifad.org) by 26 May 2021.