

# **Terms of Reference**

**for the**

## **Promotion of Volunteerism within CSOs Senior Non-Key Expert**

**Date: 01 September 2022**

**“Technical Assistance Unit for Civil Society Fund III”**



**EuropeAid/139286/DH/SER/ET**

**Contract No. FED/2018/399-870**



## 1. BACKGROUND INFORMATION

### 1.1 Country Background

Ethiopia has been going through a comprehensive reform process and conducted a generally successful election in July 2021. However, the last four years have also been characterized by conflicts in many parts of the country resulting in significant loss of life, damage to properties and displacement of thousands of people. The conflict in the north appears to be subsiding, providing a breathing space for displaced persons to return, and for extensive and much-needed rehabilitation and development activities to commence. However, tensions remain and the possibility of another outbreak of war cannot be ruled out if ongoing peace efforts fail.

On top of the negative impacts of COVID and conflicts, Ethiopia's economy has also been negatively affected by drought, especially in the south and east, leading to a drop in agricultural output, and now by the war in Ukraine which is contributing to rising global commodity prices for fuel, food and fertilizer (IMF Staff Visit, June 2022). These shocks, along with a sharp fall in donor financing, have all combined to create major macroeconomic and humanitarian challenges. According to the International Monetary Fund (IMF), growth is expected to have fallen to 3.8% for FY2021/22. In addition, Foreign Exchange shortages persist, inflation has been high and is still rising, and the budget deficit is projected to widen, with sharply lower tax revenues amid the conflict. Against this background, the World Bank estimates that poverty has increased (World Bank, 2022).

Despite these grim pictures, efforts at all fronts to address them are also encouraging. These include measures to increase export and remittance earnings, bulk production of wheat in the lowlands, the green legacy initiative, the national dialogue, positive developments regarding Tigray, etc. The country has no option but to grip on to these potential developments to ensure the prosperity of its people.

### 1.2 Current Situation in the Sector

Ethiopia has a long history of mutual self-help organizations and informal community groups, with the establishment of formal charities and societies being a relatively recent development. Despite the significant role expected of civil society in the socio-economic sphere, regulatory challenges have until recently limited the space the sector can take up. There is enormous expectation within civil society of the potential for an enlarged space and role for CSOs in the new context. At the same time, many demands are also being made of them by others, including government and the wider population. To be able to step up to the plate they will need to really demonstrate their ability to connect to, and speak with, or on behalf of, the citizens, and for this they require capacity enhancement and financial support.

The regulatory framework in place since 2009 governing the operation of CSOs in Ethiopia, the Charities and Societies Proclamation No. 621/2009, profoundly re-oriented the shaping of, and rules relating to, associational life among Ethiopia's citizens and the operations of civil society organizations. However, following extensive consultations at national and regional levels, a new law (Civil Society Proclamation 1113/2019) was approved by the House of Peoples' Representatives on 05 February 2019. The new proclamation, by removing most of the restrictive elements of the previous regulatory framework, has given a significant boost to the operation of CSOs.



In order to assist the Federal Authority for Civil Society Organisations (ACSO) to put the provisions of the proclamation on an operational footing, CSF-III has provided technical support to produce eight legal directives covering various components of the CSO Law; to develop appropriate M&E systems, and to forge closer working relationships with the CS sector and the Parliament. The programme is also supporting the Ethiopian CSOs' Council (ECSOC) to enable it to fulfil its objective of representing the sector effectively. However, as well as encouraging the emergence of a more enabling environment for CSOs, the programme is also supporting initiatives to address their limited financial and operational capacities to allow the sector to become vibrant again, and to take up its rightful space in the country's political, social and economic spheres.

### 1.3 European Union Civil Society Fund

Following the successful implementation and lessons learnt from two previous EU Civil Society Fund interventions, CSF-III started implementation in December 2018. The overall objective of CSF III is to increase the contribution of citizens and CSOs in the development and democratization process of the country. The programme aims to help civil society gain a stronger foothold in policymaking and implementation and encourages the government to establish a closer partnership with CSOs and the people. It intends to strengthen the engagement of CSOs in Ethiopia by going beyond their usual role of service provision and seeks to enhance their intermediary role between state bodies and citizens.

The specific objectives of the programme are:

- Increased voice of CSOs (representing constituencies and citizens) in policy dialogue;
- Enhanced role of CSOs (representing constituencies and citizens) in the monitoring of policies; and,
- Strengthened overall capacity of CSOs.

Whilst the main means of pursuing CSF III's objectives is the provision of large and direct grants (of which 27 have been signed to date), the programme also implements non-grant support interventions, especially in relation to capacity-building.

International Consulting Expertise (ICE) and its consortium members (INTRAC UK, FCG Sweden and CIDEAL Foundation of Spain) have been commissioned by the EU to establish a Technical Assistance Unit (TAU) to support the implementation of CSF III. Towards fulfilling its obligations, in December 2018 ICE established the Technical Assistance Unit (TAU) in Addis Ababa, and appointed three Key Experts (a Programme Manager, a Technical and M&E Manager, and a Finance and Grants Capacity Building Manager) to provide support to grantees and assistance to the European Union Delegation (the Contracting Authority) in the overall implementation of the programme.

The TAU also uses the services of Non-Key Experts (NKEs). Recently, a Senior NKE was deployed to conduct Capacity Needs Assessments (CNA) of a representative sample of grantees to tailor appropriate interventions. This culminated in a Capacity Development Plan (CDP) which identified 12 areas in which capacity development is required. The TAU is using the CDP to design and deliver



effective capacity development interventions to meet outstanding priority skills and other capacity gaps amongst its grants' beneficiaries during the remaining months of the service contract. One such area relates to the phenomenon of *Volunteerism*, and the need to increase local understanding of the concept, and practical guidance on how CSOs can best design and manage volunteer programmes within their organisations.

## 1.4 Volunteerism

There are many definitions of volunteerism, each reflecting what it means to different people in different contexts. In 2002, the **UN General Assembly** described the phenomenon as '*a wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery and other forms of civic participation, undertaken of free will, for the public good and where monetary reward is not the principal motivating factor.*'

More recently, the **Global Standard for Volunteering for Development** (October 2019), described volunteerism within the development sector as follows:

*"Volunteering for Development draws on the skills of volunteers to work alongside people and communities to improve their quality of life and support their own capacities to help address poverty and inequality in line with the Sustainable Development Goals. Volunteering for development activities must always aim to be impactful and responsible."*<sup>1</sup>

The latest State of the World's Volunteerism Report (SWVR), by UN Volunteers, 2022, notes that volunteerism is a powerful force, and an important part of the fabric of society. Globally, it remains a significant vehicle for shaping and advancing development. The Report estimates that around 862 million people around the world engage in volunteerism on a monthly basis. Whilst most volunteer work continues to be arranged informally between individuals, around 6.5% of the working age population globally engage in formal volunteering via an organisation or association.

The benefits of volunteerism are numerous. Engaging volunteers from marginalised communities in particular contributes to long-term and sustainable solutions and ensures inclusion and ownership. At the same time, it helps legitimise the role of CSOs and helps them reconnect with their constituents. Volunteers from local communities are also experts on the issues faced by marginalised groups, resulting in more socially responsive development and policy. In addition, the time, knowledge and skills brought in by volunteers allow CSOs to make more effective use of their limited resources. In fact, the advantages of a volunteer programme benefit all stakeholders in different ways – the volunteers themselves, the host organisation, the beneficiary community and wider society.

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<sup>1</sup> The Global Standard for Volunteering for Development was formulated by the International Forum for Volunteering in Development. The Forum comprises a wide range of Volunteering for Development organizations. The Global Standard represents a resource for any organization involving volunteers in development, whatever their size or location, to guide them in delivering responsible and impactful volunteering, and to encourage learning and continuous improvement.



A study referenced in the SWVR (2022) noted that in the Global South, the COVID pandemic has not dampened people's interest in volunteering. It concluded that prospects for volunteering are promising, with many respondents to a survey citing robust plans to volunteer in the next 12 months, and in increasingly diverse ways. Thus, volunteerism is seen as a major potential component of 'building forward better' in the post-pandemic era. The Report's authors urge governments and other stakeholders to work more closely with volunteers to engage them as key partners and open up space for them to collaborate on key development solutions, in particular the pursuit of the SDGs.

## 1.5 Volunteerism Activities by ACSO

One of the mandates given, and objectives set for the Authority for Civil Society Organisations under the CSOs' Proclamation No. 1113/2019(Section 2, Article 5.4) includes the fostering of a culture of philanthropy and volunteerism in society. Accordingly, ACSO has established a Volunteerism Promotion and Fund Administration Directorate. The Directorate has designed a project for which it is currently seeking funding. A Volunteerism Guidance Note<sup>2</sup> has also been developed (in English) in alignment to the Global Standard for Volunteering for Development with the support of partners from abroad, in consultation with CSOs in Ethiopia. ACSO has been supported in this endeavour by different partners including USAID, UNV, Cuso International and VSO Ethiopia. ACSO has already facilitated training and familiarization with the guidance to CSOs in SNNPR, Sidama and Somali Regions. The Authority plans to expand this activity to other regions. ACSO is also working with other like-minded institutions such as the Ministry of Women and Social Affairs to develop a National Volunteerism Policy.

As previously noted, CSF III has supported ACSO in developing directives to guide the implementation of the 2019 CSO Proclamation. One such document has taken the form of a **Manual to enhance the culture of volunteerism and philanthropy in Ethiopia**. This is intended to provide a minimum standard and guidelines to be followed by organizations working with volunteer individuals or organizations. The Manual has passed through public consultation and is awaiting the approval of ACSO's Board. The planned assignment is expected to take this manual and the various ongoing initiatives of the Directorate to strengthen the culture of volunteerism in the country mentioned above into consideration.

## 2. OBJECTIVES AND SCOPE OF THE ASSIGNMENT

### 2.1 Objectives

In view of the above and given the need to complement ongoing ACSO initiatives, and the identification of this area as a priority capacity gap by the EU-CSF III programme's beneficiaries, the TAU and EUD wish to recruit an expert to increase awareness of volunteerism amongst CSOs, and provide some practical guidelines on establishing new, or improving existing Volunteer Programmes, in their organisations.

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<sup>2</sup> ACSO (November 2021): Guidance Note – Volunteerism Promotion and Management in Ethiopia



The **overall objective** of this assignment is to contribute to the strengthened overall capacity of CSOs, while the **specific objective** is to create awareness of the potential benefits of volunteerism and provide practical guidance on how to establish and manage effective volunteer programmes within local CSOs, in line with the principles and best practices advocated by ACSO's Guidance Note and the Global Standard for Volunteering for Development.

## 2.2 Scope of the work

In achieving the specific objective stipulated above, this assignment will include the following elements in chronological order:

**i. Inception Phase:** This will include consultations with the TAU, ACSO, review of documents, and submission of an Inception Report explaining the understanding of the assignment and how the consultant plans to deliver it, including the data gathering approach for the assessment mentioned in point (ii) below and overall work plan. The latter should allow for sufficient days between each task.

**ii. Undertake a rapid assessment of existing experiences and practices of local CSOs (and especially CSF III grantees) regarding volunteerism and prepare a short report:** This may be prepared by the Consultant from existing materials / research, or by using a questionnaire and/or FGDs. The approach should be discussed with the TAU during the Inception Phase and will effect the overall sequencing of activities under the assignment.

**iii. Prepare training materials for a two-days' workshop:** The two days' workshop will be organized for a maximum of 50 participants from EU-CSF III grant beneficiaries, ACSO, ECSOC and other relevant partners' representatives in two rounds. It will cover, but may not necessarily be limited to, the following topics:

- An Introduction to the Phenomenon of Volunteerism and its benefits (illustrated with case studies of best practices globally and locally) and potential pitfalls and challenges.
- A presentation of the rapid assessment of Volunteerism Practices and Experiences of local CSOs.
- Areas such as developing a Volunteer Strategy and Action Plan, volunteer recruitment, onboarding, engagement, management, retention, etc, (using ACSO's Guidance Notes and the Global Standard for Volunteering for Development as references in addition to any other relevant materials).
- Practical guidance on supporting, monitoring and ensuring the effectiveness of and learning from the actions of volunteers and interns.

The consultant will prepare the necessary materials both in electronic, hand-outs and Power Point forms, along with the agenda for the two days' workshop in **English** and share these with the TAU in advance, at least 3 working days before the training dates for review and duplication.

**iv. Facilitate a two-day workshop in two rounds for 50 CSF-III Grantees and ECSOC and ACSO (and possibly other stakeholder) representatives:** The consultant will facilitate the two-days training. He/she may apply different methods agreed in the Inception Report. While all the materials should be



prepared in English, the use of **Amharic**, if spoken, is optional during the training sessions. A Workshop Report shall be prepared (as detailed in section 7.1 below).

**v. Debriefing and preparation of the final mission report:** After preparing and submitting the draft report (including details of how the activities outlined under section 2.2 above were conducted and recommendations for the programme's future action), the consultant will attend a debriefing meeting with the TAU. Any comments on the draft given during the meeting will be incorporated in the final report to be submitted within 2 days of the meeting.

The above is not exhaustive. The expert should undertake any other tasks necessary for ensuring high-quality deliverables to the client. The precise methodology to undertake the above tasks will be proposed by the expert in consultation with the Technical Assistance Unit for CSF III.

### 3. RESULTS AND DELIVERABLES

The specific deliverables of this assignment are as follows:

- 1) **Inception and Final Reports (as detailed in section 7.1 below).**
- 2) **A Brief Report (maximum 5 pages) summarising the findings of the rapid assessment of existing practices.**
- 3) **The development of appropriate training materials.**
- 4) **The conducting of a two-days' workshop in two rounds.**
- 5) **The preparation of a Training Report, summarising the training process, the materials used and participants' attendance and evaluation.**

**Note:** The Senior NKE will develop formats for each of the deliverables mentioned above as part of the Inception Report and agree these with the TAU.

### 4. ASSUMPTIONS & RISKS

The main assumption is that CSOs, ACSO and ECSOC staff are available to participate in the training. This should be achievable, as the participants will mainly be CSF-III grantees who have identified this as an area requiring capacity development. External factors, such as COVID-19 and security issues risk disrupting the planned timeframe

### 5. MANAGEMENT OF THE ASSIGNMENT

#### 5.1 Responsibility

The TAU Programme Manager shall be responsible for supervising this assignment in conjunction with the Contracting Authority, which is the EU Delegation.



## 5.2 Logistics and Timeframe

### 5.2.1 Location

The operational base for the Volunteerism Expert will be the TAU’s office in Addis Ababa, his/her home base and the workshop venue.

### 5.2.2 Start date & period of implementation

The indicative start date for this assignment is **x September** 2022.

The total number of Expert Days required for this assignment are **eleven**, as follows:

Inception:	2 days
Rapid Assessment of Current Practices & Report	2 days
Training Materials Preparation:	1 day
Training (2 days in 2 rounds) & Report:	5 days
<u>Debriefing / Final Report &amp; Review:</u>	<u>1 day</u>
<b>TOTAL</b>	<b>11 DAYS</b>

### 5.2.3 Provision of Equipment and Transport

Office accommodation with basic furniture as well as access to internet, copying and printing facilities at the TAU’s office will be provided for the duration of the assignment. The Expert will be responsible for providing a laptop and mobile phone for use over the duration of the assignment. Transportation to the office is also the responsibility of the Expert. The training venue and invitation of participants will be organised and paid for by the TAU.

## 6. REQUIREMENTS

### 6.1 Senior Volunteerism and CSOs Expert

#### Minimum required qualifications, experience and skills:

- ✓ At least a university degree (and preferably a master’s degree) in CSO Management, Capacity Development, Development Studies, Sociology, Economics or related fields
- ✓ At least 2 assignments delivered in (one or more of) establishing / designing / managing / training volunteer programmes (national or international) within the civil society sector
- ✓ Up to date knowledge of Volunteerism and best practices assessed from familiarity, (for example, with the Global Standard for Volunteering for Development)
- ✓ At least 5 years of working experience with or within CSOs
- ✓ Demonstrate (through the CV) excellent communication, interpersonal, facilitation and presentation skills
- ✓ Fluency in written and spoken English.

#### Preferred qualifications and skills:

- ✓ Experience of working in sub-Saharan Africa and preferably Ethiopian context in similar assignments



- ✓ Previous experience in donor supported projects
- ✓ Working knowledge of Amharic.

## 7. REPORTS

### 7.1 Reporting requirements

The expert shall submit the following reports:

1. **An inception report** (maximum 4 pages excluding any annexes) within 3 working days of commencement of services, outlining the work plan proposed (showing tasks and milestone dates, and allowing sufficient time between each task) to satisfy the TORs. Following a review and approval of the Inception Report by the TAU/EUD and quality clearance by ICE HQ within 3 working days of submission, the report will be considered final.
2. **A short report outlining the findings of the Assessment of current volunteer practices** (5 to 10 pages maximum).
3. **A Workshop Report** (summarizing the agenda and training process, list of attendees and participants' evaluation), attaching the training materials used.
4. **A final report** (maximum 5 pages excluding annexes) at the end of the assignment describing the tasks planned and completed, the outputs produced, including any problems encountered, solutions found and any recommendations or guidelines for the TAU / Contracting Authority / ACSO to progress any follow-on capacity-development interventions. All finalised deliverables required under these ToR (including the TORs, Inception Report, Assessment of Current Practices report and Workshop Report) shall be attached to the final report as annexes.

Throughout the assignment, the NKE will submit draft deliverables to the TAU in accordance with the timeframe agreed in the inception report, or as amended in writing.

### 7.2 Submission and approval of reports and deliverables

All reports mentioned above and required deliverables must be submitted electronically via email to the Programme Manager [Email: [andrew.neill@csf3.org](mailto:andrew.neill@csf3.org)] who shall be responsible for initial quality checks and onward submission of final draft to ICE in Belgium.

## 8. MONITORING AND EVALUATION

The key performance indicators for this contract shall be the quality and timely submission of the required reports and deliverables in adherence to the agreed timeframe. The indicators of performance include:

- Completion of the deliverables listed under Section 3 to the satisfaction of the TAU/EUD with respect to the quality and timeframe;
- Ability and speed of response to the needs of the TAU/EUD within the framework of this assignment;
- Reading of, and response to, the existing and emerging context in delivering the assignment.