

# Terms of Reference (TOR)

## Implementation Committee for Strengthening Professional Associations in Ethiopia

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### 1. Background and Rationale

Professional Associations (PAs) in Ethiopia have a documented history spanning more than 100 years, playing an important role in professional development, ethical regulation, and national development. Recent national research titled “*Professional Associations in Ethiopia: Practices, Challenges and Future Prospects*” and its subsequent validation workshop identified systemic governance, capacity, visibility, coordination, and sustainability gaps affecting the effectiveness of Professional Associations.

The research validation workshop, led by the Authority for Civil Society Organizations (ACSO) with technical support from MG Consultancy, Ethiopian Training and Development Professionals Association/ETDPA/ and participation of senior Professional Association leaders and stakeholders, reached a consensus on the need for an institutional mechanism to ensure that agreed recommendations are translated into concrete actions.

Accordingly, this Terms of Reference (TOR) establishes an **Implementation Committee** mandated to coordinate, guide, and monitor the execution of validated recommendations aimed at strengthening Professional Associations in Ethiopia.

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## **2. Purpose of the Implementation Committee**

The purpose of the Implementation Committee is to provide strategic leadership, coordination, and oversight for the effective implementation of research-based and validated recommendations that enhance the governance, functionality, visibility, and contribution of Professional Associations to national development.

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## **3. Objectives**

The specific objectives of the Implementation Committee are to:

1. Translate validated research recommendations into an actionable and phased implementation roadmap;
  2. Strengthen governance, institutional capacity, and operational effectiveness of Professional Associations;
  3. Enhance coordination and collaboration among Professional Associations, ACSO, and other stakeholders;
  4. Promote standardization, professionalism, and ethical practice across professions;
  5. Improve visibility, public value, and policy engagement of Professional Associations;
  6. Mobilize technical and financial resources to support implementation initiatives;
  7. Monitor progress, document lessons learned, and promote accountability.
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## **4. Scope of Work and Key Responsibilities**

The Implementation Committee shall undertake the following responsibilities:

### **4.1 Strategic Planning and Coordination**

- Develop a comprehensive implementation roadmap with clear priorities, timelines, and responsibilities;
- Identify short-, medium-, and long-term reform actions;
- Coordinate initiatives among Professional Associations, ACSO, and partners.

## **4.2 Governance and Institutional Strengthening**

- Support Professional Associations to develop, revise, and implement core governance instruments (strategic plans, policies, codes of conduct, membership frameworks);
- Promote leadership development and organizational capacity-building programs;
- Encourage clustering, consortium-building, and peer-learning among associations.

## **4.3 Membership, Visibility, and Professional Standards**

- Promote inclusive membership practices, including youth, women, and emerging professionals;
- Strengthen member engagement, advocacy, and volunteerism mechanisms;
- Support initiatives for professional standardization, certification, and ethics;
- Enhance visibility through research dissemination, public dialogue, and digital platforms.

## **4.4 Resource Mobilization and Partnerships**

- Identify funding opportunities and partnership modalities with development partners and the private sector;
- Promote diversified and sustainable financing models for Professional Associations;
- Facilitate consortium and teaming arrangements where appropriate.

## **4.5 Monitoring, Evaluation, and Learning**

- Establish monitoring and reporting frameworks with clear performance indicators;
- Track implementation progress and address bottlenecks;
- Document best practices, innovations, and lessons learned;
- Produce periodic progress and outcome reports.

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## 5. Composition of the Committee

The Implementation Committee shall be composed of:

- **Chair:** Authority for Civil Society Organizations (ACSO)
- **Technical Lead:** MG Consultancy
- **Members:**
  - Senior representatives of selected Professional Associations (sector-balanced);
  - Representatives of relevant umbrella organizations;
  - Representatives from key public institutions, as appropriate;
  - Other co-opted experts or institutions as required.

The Committee shall ensure balanced representation in terms of profession, gender, and institutional role.

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## 6. Roles and Responsibilities of Key Actors

### 6.1 ACSO

- Provide overall leadership and policy guidance;
- Ensure alignment with Proclamation No. 1113/2019 and related directives;
- Facilitate coordination with federal and regional stakeholders;
- Support institutionalization and sustainability of the Committee.

### 6.2 MG Consultancy

- Provide technical leadership and advisory support;
- Lead development of implementation frameworks, tools, and guidelines;
- Support capacity-building, research, and documentation;

- Provide technical inputs for monitoring, evaluation, and reporting.

### **6.3 Committee Members**

- Contribute sectoral expertise and institutional perspectives;
  - Support implementation within their respective associations and networks;
  - Champion reform initiatives and promote collective action;
  - Participate actively in meetings, reviews, and reporting.
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## **7. Governance and Decision-Making**

- The Committee shall operate on the principles of transparency, inclusiveness, accountability, and collaboration;
  - Decisions shall be made by consensus where possible, or by majority vote when required;
  - The Committee may establish thematic sub-committees or task forces as needed.
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## **8. Meetings**

- The Committee shall meet at least once every quarter;
  - Extraordinary meetings may be convened as necessary;
  - A quorum shall consist of at least two-thirds of Committee members.
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## **9. Reporting and Accountability**

- The Committee shall prepare periodic progress reports (quarterly and annual);
- Reports shall be submitted to ACSO and shared with Professional Associations and stakeholders;

- Key findings and progress updates shall be communicated through appropriate platforms.
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## **10. Duration and Review of the TOR**

- This TOR shall be effective for an initial period of **three (3) years**;
  - The TOR may be reviewed and revised based on implementation experience and emerging needs, subject to approval by ACSO.
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## **11. Resources and Secretariat Support**

- ACSO shall facilitate secretariat and coordination support;
  - Technical and logistical support may be provided by MG Consultancy and partner institutions;
  - Resource requirements shall be detailed in the implementation roadmap.
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## **12. Adoption**

This Terms of Reference is adopted following the national Research and Validation Workshop on Professional Associations in Ethiopia and serves as the guiding framework for coordinated implementation of agreed recommendations.

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*Approved by the Authority for Civil Society Organizations (ACSO) in collaboration with MG Consultancy and representatives of Ethiopian Professional Associations.*