

## TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Recruitment of National Consultant for the Ministry of Public Service and Human Resource Development
<b>Project/Program Title:</b>	Advanced leadership
<b>Post Title:</b>	National Leadership Project Officer National Consultant (NC) or International
<b>Consultant Level:</b>	Level B
<b>Duty Station:</b>	Addis Ababa, Ethiopia
<b>Expected Places of Travel:</b>	None
<b>Duration:</b>	3 months Three months (21.75 working days per month)
<b>Expected Start Date:</b>	Immediately after Signing the Contract

### I. BACKGROUND / PROJECT DESCRIPTION

The Ministry of Public Service and Human Resource Development (MoPSHRD) assumes, among other things, the responsibility of developing the capacity of the public service in Ethiopia. In partnership with UNDP, the Ministry implemented the Advanced Leadership project which was developed by the Government of Ethiopia in collaboration with the UNDP. It aimed at improving the capacity of top leadership at the Federal and Regional levels with:

- ✓ New development paradigms, cutting edge knowledge
- ✓ Knowledge and skills to enhance business, trade and economic diplomacy
- ✓ Competencies for ensuring a dynamic, evidence based and responsive policy and decision making environment
- ✓ Transformational leadership competencies

The Ministry has implemented all the planned trainings for 2016. The trainings benefited more than 175 senior government officials with a rank of Ministers, State Ministers, Bureau Heads, Deputy Bureau Heads, Mayors, Members of Parliament, Director Generals, Directors and Deputy Directors.

As part of the GTP II the Government strives to strengthen the capacity of the medium and top leadership which will play a pivotal role in realizing the country's ambitious plan of becoming a lower middle income, carbon neutral and climate resilient economy. The achievement of these objectives demand effective leadership and the ability of the country to respond and adjust to emerging global, regional and national

development and political realities. Currently the Government of Ethiopia is also under deep revitalization of the leadership at all levels.

At this juncture, the government believes that it is important to review and get a sense of appraising the leadership programmes, both implemented by the MoPSHRD and Ethiopian Civil service University (ECSU). This will guide future support to efforts of the government to strengthen the leadership capacity of the new federal and regional cabinet. With its mandates and with the support of development partners, the Ministry is keen to engage partners, especially UNDP with the objective to achieve the ambitious goal set by the government in line with building middle and senior level leadership capacity.

Supports to the ESCU and MoPSHRD ended in June and December 2016 respectively. The support to the ESCU was a collaboration between UNDP and the French Government and it was particularly for the establishment of the Institute of Leadership and Good Governance.

The MoPSHRD requested UNDP to hire a National Leadership Project Officer temporarily to facilitate and complete agreed activities until August 2017. Based in the Ministry and under the direct supervision of the Team Leader of Governance and Capacity Development Unit, the National Leadership Project Officer will be responsible for project management and terminal evaluation exercises.

In carrying out the government's request, UNDP is seeking the services of a National Leadership Project Officer with project management experience and in particular experience working with government counterparts.

The National Leadership Project Officer will be responsible for project management and terminal evaluation exercises. More specifically, he/she will support and facilitate terminal evaluation processes, needs assessments and organizing synthesis reports. He/she provides technical advisory services to Government and UNDP. The Project Officer works closely with the Programme and Operations Teams, Government officials, technical advisors and experts ensuring successful programme management and optimal harmonization and alignment.

The incumbent will be based in the Ministry of Public Service and Human Resource Development and will be in UNDP contract for a maximum of three months. He will be required to report on weekly basis both to the Ministry and to UNDP. The Team Leader, Governance and Capacity Development Unit will directly supervise the Contractor. The Project Officer will work closely with the Programme and Operations Teams in UNDP, Government officials, technical advisors and experts. He/She is supposed to provide weekly progress reports as well as other reports as required. He/She should liaise with all stakeholders at national and region level in the course of performing the work including the Ethiopian Civil service university. As a Project officer, he/she will participate in meetings, coordinate evaluations and serves as a resource person in leading assignments related to the project and coordinate logistical supports.

## **V. DURATION OF THE WORK**

This IC is a short-term consultancy engagement for three months. He/She will be engaged in the above stated activities (Section II). He/She should be on board to support remaining activities of two but interrelated projects (Advanced Leadership and Establishment of National Leadership Institute projects)

which expired by December 2016 and June 2016 respectively. The Ministry requested UNDP to finalize remaining activities of both projects and share results to all relevant stake holders. Completion of activities will help to see and develop new directions for leadership capacity development programme.

## **VI. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)**

### **Education:**

- BA Degree in Business or Public Administration, Economics, political Science, social Sciences and Humanities of and ability to relate with a specific culture/religion, knowledge of a local dialect, etc.)
- 4 years of relevant programme or administrative experience with BA Degree or MA/MSC degree in a relevant field.

### **Experience:**

- Experience in the usage of computers and office software package (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling a web based management system.

### **Language:**

- Fluency in English and national language of the duty station.

### **Functional Competencies:**

#### **Summary of Key Functions:**

- Coordinate the production of Advanced Leadership Trainings Synthesis Report;
- Coordinate the Terminal Evaluation and Need Assessment for the Advanced Leadership Project;
- Coordinate the Terminal Evaluation of the Leadership Institute project;
- Support MoPSHRD in developing a strategy for Institutional Capacity Development of Federal and Regional Public Service Training Institutions and in setting up a think tank;

#### **Coordinate the production of Advanced Leadership Trainings Synthesis Report and share with stakeholders**

- Draft and share the advanced leadership trainings synthesis report;
- Share the synthesis report with the Ministry of Public Service and Human Resource Development and UNDP for feedback;
- Finalize the report and share it with stakeholders;

#### **Coordinate the Terminal Evaluation and Need Assessment for the Advanced Leadership Project**

- Prepare ToR to hire a consulting firm which will conduct the Terminal Evaluation and the needs assessment;
- Participate in the selection process of a consulting firm;
- Follow up the process of the terminal evaluation;
- Liaise with the selected Consulting firm, MoPSHRD and stakeholders which will be involved in the evaluation;
- Organize and facilitate the validation workshop.

#### **Coordinate the Terminal Evaluation of the Leadership Institute project**

- Follow up the process of the terminal evaluation with ILG and ECSU;
- Liaise with the selected Consulting firm, ILG, MoPSHRD, the French Cooperation and other stakeholders which will be involved in the evaluation;
- Organize and facilitate the validation workshop.

**Support MoPSHRD in developing a strategy for Institutional Capacity Development of Federal and Regional Public Service Training Institutions and in setting up a think tank**

- Support the Ministry in defining its need for Institutional capacity building and establishment of think tank;
- Prepare ToR and concept Notes;
- Organize workshops to share the idea with stakeholders and enhance the idea;
- Support the Ministry in setting up a think tank which focuses in the public service.

**Competencies and Critical Success Factors:**

**Corporate Competencies:**

- Demonstrate commitment to UNDP's Mission, vision and values;
- Display Cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Demonstrates integrity by modelling the UN's values and ethical standards;
- Treats all people fairly without favouritism; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Knowledge Management and Sharing**

- Share knowledge and experience
- actively works towards continuing personal learning, acts on learning plan and applies newly acquired skill

**Development and Operational Effectiveness:**

- Ability to perform a variety of specialized tasks related to Result Management, including support to design, planning and implementation of programme, managing data reporting;
- Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems;
- Good Knowledge of Result Management Guide and Toolkit;

**Leadership and Self-Management:**

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities.

**VII. CRITERIA FOR SELECTING THE BEST OFFER**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	<b>100</b>
▪ Minimum educational background as per the requirement in the ToR		50 pts
▪ Minimum years of experience in similar assignment/projects and/or IC contracts		30 pts
▪ Ability to discharge the consultancy service within the timeframe as per the ToR		20 pts
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	<b>30</b>
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

### VIII. PAYMENT MILESTONES AND AUTHORITY

Payment Schedule (Payment trenches)	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 <sup>st</sup> Month	Synthesis Report of Advanced Leadership Project	Team leader	3333%
2 <sup>nd</sup> Month	Terminal Evaluation and Need Assessment for the Advanced Leadership Project	Team leader	33.33%
3 <sup>rd</sup> Month	<ul style="list-style-type: none"><li>Terminal Evaluation the Leadership Institute project</li><li>Strategy for Institutional Capacity Development of Federal and Regional Public Service Training Institutions and for setting up a think tank</li></ul>	Team leader	33.33%