

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

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Recruitment of National Consultant to Conduct Training Need Assessment & Project Document Development
<b>Project/Program Title:</b>	Advanced Leadership Project
<b>Consultant Level:</b>	Individual Consultancy
<b>Duty Station:</b>	Addis Ababa
<b>Duration:</b>	30 working days
<b>Expected Start Date:</b>	Immediately after signing contract agreement

### I. BACKGROUND / PROJECT DESCRIPTION

Ethiopia is currently undergoing rapid and comprehensive reform and development process. A Civil Service Reform Program has been launched by the Federal Government of Ethiopia in 1994 with the aim to enhance and accelerate public service in the country.

The reform has five subprograms. One of the sub-programs focuses on improving the capacity of leadership supposed to transform services by public and private institutions. As a federal entity, the Ethiopian system of governance has multi-level structures of leadership and management and each require not only strengthening but differentiated initiatives in capacity development. Within the decentralized framework of governance, most public service management functions are performed at local level. Decentralization therefore entails fragmentation of various leadership and management functions with subsequent challenges related to coordination, networking and accountability. Hence, with unbreakable efforts to match the reform process with capacity building efforts for leadership development and convinced that leadership is an essential ingredient of good governance in the public service, the sub-programme targets improving the capacity of the public service that can uphold the objectives of the civil service reform taking place in Ethiopia. Moreover, one of the notable instrumental components crafted in GTPs to realize its objectives is "Building capacity and deepen good governance", inside which "Improving the capacity of the top leadership" has been anchored. This pillar also extends to the improvement of local governance and to bring about transformational changes that can help leaders to grow and have the capacity to execute with diligence responsibilities envisaged in the plan.

In the context of fast changing global policy on aid and trade and the growing globalization, multilateralism, bilateralism, economic relations and system within the framework of WTO, regional and sub-regional groupings demand improved foreign policy directions, and trade negotiation skills linked to the implementation of the national vision to ensure sustained economic growth and development. Within this context, the Advanced

Leadership Initiative was developed within the framework of the GoE/UNDP Capacity Development for Coordination and Implementation Programme to equip policy makers and leaders at Federal and Regional levels with strategic knowledge, best practices and partnerships enabling acceleration in development transformation in line with the country's vision and ambitious targets. The initiative envisioned that senior officials in the various sectors will contribute to a dynamic policy environment that seeks to take maximum advantage of new knowledge, international best practices and know how on successful transformation process.

In line with this, the Ministry of Public Service and Human Resource Development and UNDP would like to commission a Training Needs Assessment exercise and designing a Programme Document for an upcoming similar executive training.

## **II. PURPOSE AND SCOPE OF THEASSESSMENT**

The purpose of this consultancy is to assess on the leadership skills gap at the executive level and propose a clear training strategy to overcome these limitations. The process will specifically require elaborating a detailed report on the gaps analysis and recommend detailed sets of generic training modules. The consultant will identify and consult the best universities and institutions in formulating training modules. The need assessment should engage the federal institutions such as the Ministry of Public Service and Human Resource Development, Office of the Prime Minister, Ministry of Finance and Economic Cooperation and other pertinent institutions which will be proposed by the Ministry of Public Service and Human Resource Development. Participation of selected Regional Bureaus in selected Regional States should also be considered as potential informants. Participation of these Federal and Regional institutions is the core of the need assessment process.

UNDP Ethiopia will use the report and recommended training modules to produce and launch a simple Request for Quotation (RFQ) to attract well-known universities that specialize in the recommended modules.

Moreover, the UNDP and Ministry of Public Service and Human Resource Development would also like to get the service of an independent consultant to develop a project document which is based on the training need assessment.

## **III. METHODOLOGY**

The process should be a systematic, comprehensive and fully participatory and independent process to ensure an objective result from the exercise. Analytical work, lessons and recommendations shall be grounded in consultative process with the Ministry of Public Service and Human Resource Development and UNDP Ethiopia.

The review will focus on both quantitative and qualitative data gathering and will employ the following methodologies

- **DeskReview-**TheconsultantwillreviewrelevantdocumentsavailableatUNDP, and MoPSHRD.
- **Key informant interview and participatory consultations** with Government officials at MoPSHRD, Prime Minister's Office, MoFEC, UNDP and selected Government Ministries.

## **IV. EXPECTED OUTPUTS/DELIVERABLES**

1. Inception Report with a framework of the need assessment and detailed work plan submitted for approval;
2. Draft Needs Assessment Report;
3. Final Needs Assessment Report and project document;
4. Project document that is based on the need assessment document.

The training needs assessment report should contain the following elements:

- Goal of training needs analysis;
- Description of population(s) targeted by training needs assessment;
- Detailed description of methodology used, including:
  - ✓ sampling method;
  - ✓ data collection method;
  - ✓ specifications concerning use of specific tools and protocols;
  - ✓ data analysis method
- Final discussion setting out:
  - ✓ principal findings concerning profile of respondents;
  - ✓ principal findings concerning contents on which training should be given;
  - ✓ urgency of meeting needs identified, based on their priority (if applicable).
- Recommendations arising from factors emerging from the discussion;
- Limitations of training needs assessment (often resulting from methodology used, respondents' profile, context in which survey was conducted, etc.).

The Training Needs Assessment report is not confined to a specific format. However, regardless of its framework, it should essentially present the elements listed above. The project document should however, include the following contents but not limited to them:

- Brief Description of the Project
- Background
- Project Rationale
- Project Strategy
- Project Outputs
- Beneficiaries
- Results and Resource Framework
- Management Arrangement
- Monitoring, Evaluation and Reporting
- Potential Risks

## **V. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS AND DURATION**

- The consultant will work in close collaboration and will report to MoPSHRD and UNDP;
- The consultant will share progress reports fortnightly. It must hold weekly meetings with the Reference Group that oversees the work. The Reference Group is comprised of representatives from UNDP and MoPSHRD and will provide overall guidance and quality assurance;
- The consultant will be based in Addis Ababa. However, will be required to travel to selected regions and project sites to conduct stakeholder consultations and meetings;
- It will work closely with MoPSHRD and UNDP and other key stakeholder to assess project performance, key challenges and to come up with appropriate recommendations;
- It will be supported by UNDP Project Officer based in the MoPSHRD and program staff of Governance & Capacity Development Unit of UNDP;
- It will be responsible for overall delivery of the service as per the details included in this ToR;
- UNDP- Ethiopia will oversee the recruitment and payment of the consultant fee;
- The duration of the consultancy service will be for a maximum of 35 working days.

## VI. TIMEFRAME

The following tentative time frame shall guide the implementation of the review.

Activity	Weeks				
	1	2	3	4	5
Desk review and Inception Report	XX				
Fieldwork and data gathering		XX	XX		
Preliminary Draft report			XX		
Stakeholders' workshop				XX	
Final report				XX	
Daft Project Document				X	
Final Project document					XX

## VII. QUALIFICATIONSOFTHE SUCCESSFUL CONTRACTOR

### Education:

- Good track of record of conducting training need assessment, evaluation/review and development of projects is a prerequisite;
- Advanced degree in Management, Leadership, Governance, Law, Regional and Local Development Studies or related social science disciplines.

### Experience:

- Minimum of 10 years of demonstrable experience and knowledge in the field of leadership development, modern leadership and management theory and practice;
- Experience in working in the relevant field in Ethiopia;
- Knowledge and research experience on leadership capacity development;
- Considerable experience (minimum five years) in research, monitoring and review of preferably leadership development, decentralization, development projects;
- Good track of record in evaluation, review of projects;
- Extensive experience with project development, implementation and arrangement (direct project formulation experience);
- Demonstrated ability to work in an independent manner;
- Good command of English both oral and written communication;
- leadership and negotiation skills;
- Computer proficiency related to the assignment.

### Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism; and
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

## VIII. CRITERIA FOR SELECTION

Upon the advertisement of the Procurement Notice, qualified consultant is expected to submit both the Technical and Financial Proposals. Accordingly; the consultant will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  - a) Technical Criteria weight is **70%**
  - b) Financial Criteria weight is **30%**

Criteria	Weight	Max.
<b>Point Technical Competence (based on CV, proposal &amp; Interview (if required))</b>	<b>70%</b>	<b>100</b>
• <b>Criteria a.</b> Minimum educational background		10
• <b>Criteria b.</b> Experience in similar projects and contracts		25
• <b>Criteria c.</b> Understanding the Scope of Work and Methodology		50
• <b>Criteria d.</b> Analytical and Communication Skills		15
<b>Financial (Lower Offer/Offer *100)</b>	<b>30%</b>	<b>30</b>
<b>Total Score= Technical Score *70% + Financial Score * 30%</b>		

## IX. PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in **Ethiopian Birr All-Inclusive<sup>1</sup> lump sum contract amount when** applying for this consultancy. The consultant will be paid based on the effective UN exchange rate and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive lump-sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/Period	Deliverables or Documents to be Delivered	Approval should be Obtained	Percentage of Payment
1 <sup>st</sup> Installment	Completion of deliverables 1 & 2 and approval of Inception Report, Work Plan and Progress Reports	By UNDP and MoPSHRD	20%
2 <sup>nd</sup> Installment	Completion of deliverables 3, 4 and approval of Draft Report and Validation Minutes	By UNDP and MoPSHRD	40%
3 <sup>rd</sup> Installment	Submission of Final Report and up on endorsement by MoPSHRD	By UNDP and MoPSHRD	40%

<sup>1</sup>The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

## **X. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL**

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect Individual Contractor (IC) is given a proposed *Table of Contents*. Therefore prospective Consultant Proposal Submission must have at least the preferred contents which are outlined in the IC Proposal Submission Form incorporated hereto.

## **XI. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS**

- The consultant needs to apply standard ethical principles during the course of the evaluation. Some of these must deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- The consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP and the MoPSHRD.

## **XII. CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.