

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

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Recruitment of Consultant for Development of a full-fledged Programme Document for Innovation for Development
<b>Project/Program Title:</b>	Innovation for Development
<b>Post Title:</b>	International Consultant (IC) <b>Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)</b>
<b>Consultant Level:</b>	<b>Level C (Senior Specialist)</b>
<b>Duty Station:</b>	Addis Ababa
<b>Expected Places of Travel:</b>	Regional capital cities in Ethiopia (such as Bahir Dar, Mekelle, Hawassa etc.)
<b>Duration:</b>	50 calendar days
<b>Expected Start Date:</b>	Immediately after concluding the contract agreement

### I. BACKGROUND / PROJECT DESCRIPTION

The past two decades have proven the pivotal role of innovation in bringing about economic development. The build-up of innovation capacities has played a central role in the growth dynamics of successfully developing countries. The development of inclusive innovations as well as the transfer of technologies from developed countries can often contribute significantly to addressing urgent developmental challenges.

Innovation for development is about identifying more effective solutions that can solve the problems and add value in the progresses aspired by the people and their governments, users and clients. Innovation is central to the way development is done and donors are increasingly stressing innovation as a key condition for funding.

UNDP launched a three-year global initiative and established accelerator labs in 60 countries and Ethiopia is one of the selected countries, to build the largest and fastest global learning network. The initiative responds to the widespread recognition for the need to get away from business-as-usual to take us to the world we want in 2030 and beyond. UNDP is one of the development organizations expected to propose new ways of operating that brings about innovation that can generate local solutions to local developmental challenges.

The enhancement of innovation will directly or indirectly contribute to achieving the 17 Goals of the 2030 Sustainable Development Agenda. As the world moves towards a future guided by these universal goals, a strong focus will be placed on building partnerships with public and private sector, fostering jobs and opportunities for all, advancing technology and innovation and addressing sustainability and promoting the fight against climate change. UNDP Ethiopia Country Office is partnering with the Israel Embassy and the Ministry of Innovation and Technology of Ethiopia to enhance and strengthen the innovation ecosystem in Ethiopia to greatly contribute to alleviating poverty, exploring local solutions to curb local challenges and thus creating decent job opportunities particularly for youth and women.

In order to ensure that this project addresses the main challenges and constraints, a needs/gap assessment is being conducted with support from Israel Embassy. This assignment is therefore to develop a comprehensive programme on Innovation for Development based on the outcomes from the needs assessment and the innovation ecosystem mapping to be carried out soon. This programme aims to promote innovation as a means to address development challenge and then strengthen the capacities of all actors towards creating an enabling environment for local innovations and nurture towards growth and property. The program also

## **II. SCOPE OF THE WORK**

### Objective:

The objective of the assignment is to design and develop a full-fledged programme document for UNDP's engagement with the Ministry of Innovation and Technology and the Israel Embassy/MASHAV, with strategic focus on creating conducive and enabling environment to foster innovation ecosystem in the country, with active private sector engagement for inclusive growth and development and mainly to address the needs of the youth and women through promoting local innovations in line with UNDP's programming principles, Strategic Plan and Country Programme Document.

### Scope of Assignment:

The Consultant will collaborate with the Ministry of Innovation and Technology, Israel Embassy and other relevant government structures and agencies, development partners, private sector, as well as other key stakeholders within the innovation ecosystem to develop the programme, using the UNDP programme document template.

In addition to the execution of the required collaboration with stakeholders, the Consultant shall also undertake the following major activities:

- Conduct a situational analysis including a SWOT and similar analyses to ascertain the current state of the innovation ecosystem, identify primary issues, problems and challenges that the programme should address including any barriers to development, growth and its sustainability, and providing priorities, sound recommendations and critical success factors to address the aforementioned in the programme development;
- Review a recently conducted ecosystem mapping assessment by consultants hired by UNDP;
- Conduct a comprehensive evaluation of all existing and past local policies, plans, frameworks, studies and reports that have been used to guide the innovation ecosystem.
- Use the findings of ecosystem mapping recently conducted to inform the programme formulation the programme document. The ecosystem mapping contains critical review of regional and international innovation policies, plans, frameworks, studies and reports and similar documents, to address regional and international issues, challenges, opportunities and threats;
- Identify the lessons and best practices of a country/countries that would be exemplary and model for Ethiopia to adapt the success factors and apply in the program formulation towards ensuring sustainable and inclusive innovation ecosystem;
- Conduct a broad review of existing legislations, policies, incentive mechanisms to nurture innovation and creativity and advise upon the best options to stimulate the growth and development of the innovation sector;
- Define a consultative process and mechanism for the preparation of programme document taking into consideration the involvement of key stakeholders, associations, organizations and entities in the public and private sector both at the national and local levels;
- Desk review of all relevant existing documents;

- Coordinate and conduct in-depth consultations with development partners, private sector actors, and key stakeholders in the innovation ecosystem through meetings, focus groups discussions, interviews and discuss the programme formulation, gather and document their views, and obtain their buy-in;
- In-depth analysis and recommendations for job creation and employment generation for youth in the innovation space;
- Identify key roles of each partners/actors in programme implementation;
- Mapping of actors in the sector;
- Develop a communication plan inclusive of an advocacy and awareness component to guide policy implementation;
- Develop a resource mobilization strategy for the programme and identify key development partners/donors;
- Facilitate a workshop with all stakeholders, relevant UN Agencies, national and international organizations, private sector and government representatives. The purpose of the workshop will be to present draft programme document; proposed communication plan and resource mobilization strategy and agree on the content of the programme document and its implementation modalities;
- Finalize the overall Programme Results Framework:
  - ✓ Develop a detailed implementation plan prioritising programs, projects and activities, including outputs and sub-outputs, indicators, baselines, targets, means of verification, indicative activities, responsible parties, source of funds;
  - ✓ Develop a Budget Schedule which outlines the financial resources to implement the programmes, projects and activities stated in the programme;
  - ✓ Develop a monitoring and evaluation (M&E) plan for policy implementation, including expected outcomes, outputs and performance indicators;
  - ✓ Develop and finalize the narrative of the programme document, including executive summary; situation analysis (country's context, policy context, programme context); strategy (including linkages to other programmes of the UN and UNDAF); mechanisms to ensure coordination and synergy with all partners; fund management arrangements; clear theory of change; monitoring/evaluation/reporting mechanism, legal context (compliance with UNDP regulations and using UNDP templates); and risk log;
  - ✓ Deliver a Power Point presentation of the Final programme document first to UNDP for quality assurance and to the Ministry of Innovation and Technology and other relevant stakeholders and development partners. In consideration of best practice both regionally and internationally, the results of the stakeholder engagement, and the recommendations received from all relevant bodies, the Consultant will prepare and submit all reports and documents (draft and final) and which pertains to the development of the Programme Document.

#### Methodology:

- Thorough desk review (primary and secondary data, relevant policies and strategies, relevant existing reports/studies and previous assessments conducted by different actors);
- Situation analysis (SWOT)
- Institutional mapping of relevant organizations and institutions, highlighting who is doing what, including both existing and planned programmes that could be directly or indirectly supporting the innovation ecosystem;
- Identification of critical gaps and needs in the innovation arena
- Key informant interviews with relevant stakeholders from local/national/international institutions
- Focus Group Discussions (FGDs) with selected relevant actors, stakeholders and development partners
- Explore best practices and examples in other countries and do comparisons to adapt the best approach and model for Ethiopia

### III. EXPECTED OUTPUTS AND DELIVERABLES

#### Key Expected Outputs:

- a. Conduct a participatory lessoning exercise on what has worked, what has not, in past development cooperation in the innovation sector by consulting a large group of stakeholders; both national and international development partners, through desk review, meetings, interviews and focus group discussions;
  - b. Work with the Ministry of Innovation and Technology and other relevant government structures to fully understand national objectives for the innovation sector, and the institutional structures supporting it;
  - c. Formulate a new programme based on the UNDP programme document template;
  - d. Use workshops and meetings with partners to identify suitable focus areas and relevant implementing partners (who are capable of pursuing an approach focused on supporting the youth of Ethiopia) at both national and regional levels;
  - e. Work with industry players to identify policy and regulatory gaps that need to be addressed, and identify the suitable avenues for doing so;
  - f. Focus on innovation and private sector partnership, including to build a national private sector forum for innovation and attract investment where there is none, and identify opportunities for pursuing technology-based solutions such as development of apps, etc.;
- ✓ Explore how the UN and government can better catalyse development, through incentive schemes and development funds;
  - ✓ Address how government can have sufficient strategic and operational capacity to manage large programmes with UNDP support (such as engagement with universities, private sector, etc.);
  - ✓ Present a draft report of the programme document first to UNDP and Government for comments, then to stakeholders for their guidance and buy-in; this means at least a draft programme document, a full program document, a ppt to government, and a ppt to donors;
  - ✓ Finalize Programme Document by incorporating comments and feedback received from presentation and hard and soft copies submitted to UNDP
  - ✓ Consult with Government on the national budget and development partner resources that can be drawn up for this endeavor and develop a clear resource mobilization strategy.

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception report (including methodology and overall roadmap for assignment)	7 calendar days after signing of the contract	Team Leader of IGSD
2	Desk review, primary and secondary data collection by reviewing existing strategies and regulations; review of national development plan and stakeholder consultations; review of needs/gap assessments. A mission(s) to regional capital cities in Ethiopia for data collection may be required (as appropriate).	10 calendar days after presentation of inception report	Team Leader of IGSD
3	Develop draft programme document	18 calendar days after submission of final assessment report	Team Leader of IGSD
4	Validation meeting for programme document	5 calendar days after submission of final programme document	Team Leader of IGSD
5	Submit final programme document	10 calendar days after the validation meeting	Team Leader of IGSD

#### **IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS**

This consultancy assignment will require travel of the consultant for field work to Addis Ababa and some regional capital cities (such as Bahir Dar, Mekelle, Hawassa etc.) for data collection (as appropriate) and engaging stakeholders. The Consultant will report to the UNDP Team Leader and representatives of the Ministry of Innovation and Technology and work under the direct guidance and close supervision of the UNDP Programme Analyst in Inclusive Growth and Sustainable Development unit.

#### **V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC**

- a. Individual consultant is expected to provide his/her own workstation, mobile phone, laptop, necessary software (such as Microsoft applications), internet connection and means of transportation in Ethiopia etc. to conduct the assignment.
- b. The assignment requires partial or intermittent presence on the UNDP premises such as for a meeting(s) with UNDP Inclusive Growth and Sustainable Development Unit (IGSD) and a validation meeting.
- c. Inclusive Growth and Sustainable Development Unit (IGSD) will be in-charge for offering both administrative and logistics supports.
- d. UNDP will provide per-diem (DSA) and transportation cost of domestic missions to regional capital cities in Ethiopia as appropriate.

#### **VI. DURATION OF THE WORK<sup>1</sup>**

- a. Expected duration of work is 50 calendar days.
- b. Expected date of full completion is by the end of November 2019 at latest. The delay of delivery of the deliverable may result in
- c. Target date for the start of work is 01 Oct 2019 and expected completion date is 30 Nov 2019 at latest.
- d. Estimated Lead Time (LT) for UNDP or Project Implementing Partners to review outputs, give comments, certify approval/acceptance of outputs, etc. is approximately 2 weeks.
- e. The reason for the urgency is due to the nature of budget which needs to be disbursed by UNDP's financial closure of 2019, which will be middle of December 2019. The budget will be cancelled unless otherwise it is disbursed by UNDP's financial closure in 2019. Due to the nature of the budget, failure to meet the expected delivery completion date has possibility that the payment will not be made.

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

The international consultant will lead the production of the final programme document which will be submitted to UNDP.

The Consultant must possess the following key qualifications:

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<sup>1</sup> *The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.*

**a. Education:**

- Master's Degree or above in innovation and/or technology related studies, science and technology studies, business administration, social sciences or commercially-oriented development studies, or related disciplines

**b. Experience:**

- Minimum 12 years of relevant work experience
- Practical experience in developing innovative programmes and solutions to develop innovation ecosystem
- Experience related to innovation policies and regulations or innovation ecosystem development.
- Ample experience in programme/project development in innovation ecosystem development related area
- Knowledge of the innovation ecosystem development framework, innovation ecosystem development practices, private sector development, SME sector, innovation related policies and regulations
- Knowledge of gender issues particularly in innovation ecosystem development.
- Previous experience with results-based monitoring and evaluation methodologies
- Experience in coordinating multi-donor funded projects/programmes
- Experience of working in Africa in innovation program development is desirable
- Knowledge of UNDP programming approaches is desirable

**c. Language:**

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
- Capacity to facilitate and communicate with different stakeholders

**d. Functional Competencies:**

- Outstanding communication skills in English
- Positive and constructive approaches to work with energy
- Demonstrate openness to change and ability to receive and integrate feedback
- Excellent written and verbal communication skills
- Strong time management and meet established time lines.
- Practical experience in organization management, strategic planning of associations and public organizations at the national and regional level.
- Computer skills: good command of Microsoft applications (word, excel, PowerPoint) and common internet applications

**e. 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;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

### VIII. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants 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 are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	100
▪ <b>Criteria a.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal		50 pts*
▪ <b>Criteria b.</b> Minimum educational background as per the requirement in the ToR		10 pts**
▪ <b>Criteria c.</b> Minimum 12 years of experience in similar consultancy projects and/or IC contracts		30 pts **
▪ <b>Criteria d.</b> Previous work experience in Africa/ Ethiopia		10 pts**
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>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 US dollars all-inclusive lump-sum contract amount when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her 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	Upon submission and approval of inception Report	Yes	20%
2 <sup>nd</sup> Installment	Following submission and approval of the 1st draft programme document	Yes	30%
3 <sup>rd</sup> instalment	Following submission and approval of the final programme document	Yes	50%

## **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.

<b>Proposed Table of Contents</b>	<b>Page</b>
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### **TECHNICAL PROPOSAL COVER PAGES**

Cover Page

Cover Letter

### **SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM**

1.1 Letter of Motivation

1.2 Proposed Methodology

1.3 Past Experience in Similar Consultancy and/or Projects

1.4 Implementation Timelines

1.5 List of Personal Referees

1.6 Bank Reference

### **SECTION II. ANNEXES**

Annex a. Duly Signed Offeror's Letter to UNDP Confirming Interest and Availability (use the template hereto)

Annex b. Duly Signed Personal CV's

## **XI. 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.