

## TERMs OF REFERENCE (ToR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	<b>National Individual Consultant for Government Business Continuity Planning and Change Management Training</b>
<b>Project/Program Title:</b>	Accelerating the National Response to the Impact of COVID-19: Enabling Continuity of Critical Government Functions
<b>Post Title:</b>	Business Continuity Planning/Change Management Expert
<b>Consultant Level:</b>	Senior
<b>Duty Station:</b>	Home based (Ethiopia National)
<b>Duration:</b>	Four months
<b>Expected Start Date:</b>	Immediately after signing the contract

### I. BACKGROUND / PROJECT DESCRIPTION

With the spread of COVID-19 pandemic in Ethiopia, operations of many institutions – both public and private - have been affected adversely. The UN system, foreign missions and other international organizations have activated business continuity plans to contain the spread of the virus and to ensure staff safety and security, at the same time maintaining continuity of critical functions. Many have discontinued physical meetings. On 25 March, the Government of Ethiopia took the unprecedented step of instituting remote working for Federal institutions. The decision on who would continue working from the office and who would work remotely, though, was left to the discretion of each institution.

The shift to remote working or telecommuting arrangement, in and of itself, raises a major challenge of ensuring effective Government functioning in a situation where standard operating procedures and protocols do not exist or are weak for this scale and type of operation or, even where they do, have never actually been tested. To this must be added the serious complications in many low income and least developed countries such as Ethiopia of frequent power outages and unreliable and low bandwidth internet services, whether optical or mobile, as well as uneven penetration to sub-national levels and outside larger urban areas.

As development partners gear up to support Ministries of Health and the continuity of their own operations, what happens to the rest of government institutions to ensure a whole of government approach.

In the specific context of Ethiopia, a possible list of *critical or essential government functions* could be the following:

- mission-critical governance (leadership and decision-making, coordination, public financial management, procurement);

- health services (especially second and third level facilities and services);
- food supply chains (connecting rural and urban areas);
- transportation and logistics (especially road freight services);
- core utilities (electricity and water, mostly in urban and peri-urban areas);
- mobile telephony and internet services (mobile, fixed);
- revenue and tax collection;
- banking (payments and settlement systems, security);
- priority productive activities (e.g. industrial parks); and
- rule of law, public safety and national defense.

If any or, in the worst case, all of these and other critical institutions and systems start degrading significantly or even falling apart, then the consequences would be severe. The crisis would turn swiftly into catastrophe and in the most fragile contexts, potentially collapse. Yet, in Ethiopia many governmental entities do not have the rudiments of risk management in place, including business continuity plans for critical government functions.

To this end, UNDP Ethiopia aims to put in place a *minimum level of business continuity planning and preparedness* in selected Federal and Regional government institutions and entities within 6-8 weeks, in those cases where they do not have such measures in place already.

To support the successful development and implementation *Change Management and Business Continuity Plans* in critical government ministries and institutions, UNDP Ethiopia is seeking to recruit a Senior Business Continuity Planning and Change Management Expert on a short-term basis to provide remote training, coaching on both subjects and to develop proto-type Business Continuity Plans, along with an International Consultant. The UNDP support fall under our new “Accelerating the National Response to the Impact of COVID-19: Enabling Continuity of Critical Government Functions” project.

## **II. OBJECTIVES OF THE CONSULTANCY**

The main objectives of the consultancy are to provide Business Continuity Planning and Change Management capacities to expertise and tools for up to 30 public institutions/entities - 15 federal and regional government institutions/entities in the first round, and another 15 institutions in the second.

The national consultant will jointly with the international expert, will be responsible for providing a Training of Trainers on BCP and Change Management and real-time group coaching for the Focal Points drawn from targeted institutions, upon demand in two rounds. The consultant is also expected to help the development of Business Continuity Plans of each institution.

## **III. Functions / Key Results Expected**

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

The appointed consultant will be working in tandem with an off-site international consultant and will be responsible for developing the training materials, delivery of the trainings, and providing coaching sessions in collaboration with and leadership by the International Consultant.

The Senior BCP/CM Expert consultant will undertake the following activities in collaboration with the International Expert:

- undertaking training needs assessments and developing training materials and tools to guide the training / coaching sessions
- Training government focal points on the identified subjects: introduction, definition, explanation of importance, sharing of best practices;
- Training government focal points on BCP skills, the process and methodology of developing a BCP and strengthening organizational business continuity capabilities;
- Training government focal points on practicing, evaluating and improving the developed business continuity capabilities;
- Training government focal points on adult learning techniques to cascade the training;
- Coaching government focal point BCP trainees on developing their institutions' own BCPs, BCP M&E plans and frameworks, and setting up processes to improve their institutions' BCP measures;
- Work with a suitably qualified Senior International Consultant who will develop and co-deliver the training and coaching programme;
- Coordinate with Senior International expert for the development of Business Continuity Plans and their implementation in Ethiopia;

**Specific deliverables** (in collaboration with the International Expert):

- BCP/CM training curriculum (including ToT facilitation guidance);
- BCP/CM ToT introduction training;
- BCP/CM ToT skills, process and methodology training;
- Training on basic adult learning skills and techniques to cascade BCP/CM training;
- Group/individual BCP/CM coaching sessions (upon request);
- Proto-type Business Continuity plans
- A completion lessons learned assignment report;

#### **IV. Impact of Results**

The key outcomes of the consultancy will be the increased BCP and Change management knowledge and skills of the focal points within the 30 targeted government institutions, the existence of BCPs in each of those institutions and helping ensure that there is a sustainable BCP/CM capability in country. The Focal Points (to be assigned by the institutions) for Business Continuity will be empowered to facilitate the development/strengthening of the government's business continuity capabilities and respond to any new development in the current COVID-19 crisis or any future crises.

#### **V. Competencies**

***Corporate Competencies:***

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religious, race, nationality and age sensitivity and adaptability;

- Treats all people fairly without favoritism.

#### ***Core Competencies:***

- Creates new and relevant ideas and leads others to implement them;
- Models high professional standards and empowers team members to innovate and deliver;
- Understands personal and team roles, responsibilities and objectives;
- Gains trust of peers, partners, and clients by demonstrating substantive and technical abilities including presenting authoritative advice to partners and other stakeholders.

#### ***Functional/ Technical Competencies:***

- Excellent leadership, coordination and relationship building skills;
- Current knowledge of institutional development issues and strategies,
- Good understanding of development as well as programming policies and procedures in international development cooperation context;
- Proven ability to conceptualize, innovate, plan and execute ideas, as well as to impart knowledge and teach skills;
- Demonstrated engagement with national governments, and development partners;
- Demonstrated engagement with diverse donors and development partners;
- An effective and energetic team player, with the ability to work in a multidisciplinary and multicultural environment;
- Strong self-motivation and innovative skills, with capacity to work independently and meet deadlines.

#### ***Client Orientation:***

- Ability to anticipate and manage the needs and interests of multiple stakeholders and balance often contradictory expectations or competing priorities from national partners;
- Works towards creating an enabling environment for a smooth relationship between the clients and service providers.
- Demonstrate strong coordination skills;
- Ability to establish effective working relations in a multi-cultural team environment;
- Excellent teambuilding, diplomatic, and interpersonal skills;
- Resourcefulness, initiative and maturity of judgment;
- Ability to work as a part of a team, sharing information and coordinating efforts;
- Ability to generate and lead implementation of innovative/new systems;
- Strong analytical abilities, particularly in the areas of governance, conflict resolution, capacity development and knowledge transfer.

#### ***Partnership and Networking:***

- Engages and fosters strategic partnerships with other stakeholders and UN agencies, funds and programs;
- Shares UNDP knowledge and activities (at UN and other venues)

#### ***Innovation, Outreach and Communication:***

- Communicates within and at large, participates in peer communities and engages substantively;
- Makes the case for innovative ideas, documenting successes and building them into the design of new approaches and tools;

- Demonstrates very strong communication and facilitation capacities
- Demonstrates effective presentation and report-writing (English), and strong analytical and strategic skills.

***Gender and Institution Development:***

- Demonstrates knowledge of systems and tools for gender mainstreaming;
- Applies gender dimension to strategic and/or practical situations, including analysis of projects and trainings from a gender perspective;
- Demonstrates knowledge of Women's Rights and Political participation/empowerment issues and concepts and applies these in strategic and/or practical situations.

***Teambuilding:***

- Works effectively with diverse groups of professionals towards common goals;
- Able to manage different personalities and motivate others while ensuring team coordination and spirit;

## **VI. Required Qualifications**

**Education:**

Advanced university degree (Master's degree or above) and certification in the field of Business Continuity, Human Resources Management, Change/Strategic Management, Organizational Development and Coaching, Adult Learning, or related fields of study;

**Experience:**

- A minimum of at 10 years of relevant work experience, and desirable that candidates have at least five years in a senior role in the international development sector;
- A minimum of 10 years of experience with a proven professional record in working in the field of business continuity, human resources, occupational health, organizational development;
- Experience on training and coaching staff on organizational development, strategy development/management and policy design;
- A specialized knowledge of business continuity/ change management in multilateral or national government institutions;
- Willingness to travel as and when required (in accordance with Covid-19 travel restrictions);
- Able to work both independently and within teams;
- Able to work under pressure;
- Experience in liaising and engaging different stakeholders in a complex environment and in managing partners expectations;
- Experience in designing and implementing, capacity building initiatives;
- Experience working within a UN agency and/or other international organizations would be added advantage,
- Experience in the use of computers and office software packages, including (ideally) experience delivering remote training through online platforms.

**Language requirements:**

Fluency in English and Amharic; knowledge of other Ethiopian languages would be an added advantage.

## VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The IC will be home based with possible travel to some Regional States should Covid-19 travel restrictions be lifted during the time of the consultancy. The consultant will be working under the overall supervision and guidance of the UNDP Governance Team Leader and UNDP D/Resident Representative – Programme. S/he will also be required to closely coordinate with the GoE-UNDP Joint Task Team established to coordinate this initiative, as well as with other relevant staff within UNDP.

## VIII. DURATION OF THE ASSIGNMENT<sup>1</sup>

The engagement of the IC(s) will be initially for four months.

## IX. CRITERIA FOR SELECTING THE BEST CANDIDATE

Applicants are expected to submit their CVs, Academic Credentials, Work Certifications, Reports relevant to assignment, etc.

Qualified Individual Consultants (ICs) are expected to submit both the Technical and Financial Proposals. The technical Proposal should include how the IC will deliver the expected key deliverables listed below. The Financial Proposal should show how the IC's proposed rate by deliverables and spread over the duration of the project.

The following criteria will be followed in selecting the best candidate.

Criteria	Weight	Max. Point
Technical Competence (based on Credentials and technical proposal)	70%	100
Criteria a. [Experience and skills mix]		20
Criteria b. [Methodology for undertaking assignment]		40
Criteria c. [Motivation]		10
Financial (Lower Offer)	30%	20
Total Score	Technical Score (70%) + Financial Score (30%)	

## X. 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 by the contracting authority. Proprietary interests on all materials and documents prepared by the consultants under this assignment shall become and remain properties of the Government of Ethiopia and UNDP.

## XI. PAYMENT TERMS

- Payment will be made on monthly basis based on the report submitted and accepted by UNDP.

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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.

## **XII. ANNEXES TO THE TOR**

Existing literature or documents that will help Offeror 's gain a better understanding of the assignment and the work required would be provided as annex to the ToR, especially of such literature or documents are not confidential.

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

Interested consultants should submit cover letter expressing their interest and outlining their qualification and motivation for the consultancy together with CV and brief proposal on the methodology and approach for the assignment to the UNDP.

### **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

## **XIV. 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.