



## Terms of References

### I. Position Information

Service/work description	: National Consultant for managing the Business Emergency Unit (Project Lead)
Project/program Title	: Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Ethiopia
Post Title	: National Consultant (IC), <b>Project Lead: Business Emergency Unit (BEU)</b>
Consultant Level	: Level C - Senior Specialist
Duty Station	: Addis Ababa at JCC Office
Expected duration	: 6 months
Starting Date	: Immediately after signing of the contract

### II. Background and Context

COVID-19 is now a global pandemic sowing death and causing enormous disruption to lives as well as social and economic systems. Ethiopia like other countries around the globe has also been battling to contain the spread of COVID-19. Following the first case, the government of Ethiopia have adopted a number of measures to reduce the spread including the setting up an inter-ministerial task force chaired by the Prime Minister; the activation Emergency Operations Centre (EOC). It has also prepared a National Emergency Response Plan (NHRP) costed at USD 1.6 billion for 3 months (released on 1 April); imposed a State of Emergency (effective 8 April); expanded testing sites across the country; encouraged local production of essential supplies; and taken a host of policy and budgetary measures to respond to the pandemic.

UNDP has been supporting the government in its responses and has developed offers which is anchored in the core premise of strengthening rather than supplanting country capacity to handle the pandemic in ways addresses immediate needs while generating a stream of benefits beyond current challenges. Within the framework of the broader UN response, UNDP seeks to scale up its ongoing support to government focusing on high priority policy and advisory support for assessment and planning; continuity of critical government functions; mitigation of the social impact of the virus; and the reinforcement of social capital to fight the pandemic. These areas are broadly interlinked in three outputs including: strengthening the health systems; ensuring inclusive and integrated crisis management and responses; and addressing the socio-economic impact of COVID-19 including livelihoods improvement with a major focus on enterprises development (MSMEs) and jobs creation. Addressing these will contribute to containing the spread of COVID-19 and strengthen resilience of communities.

**UNDP's approach to support MSMEs and the jobs within is to help the MSMEs in Ethiopia to *prepare, respond and recover*.** The overall approach to supporting MSMEs centres around 5 pillars – 1) provide forward-looking market intelligence, 2) facilitate market access and build inclusive markets including with Multinational Corporations - 3) accelerate digital transformation, 4) deploy financing for MSMEs and local govts with UNCDF, and 5) strengthen ecosystems for MSMEs to survive and grow.

Pillars support to MSMEs include response in a short term (3-6 months ) and recovery (6-18 months). Under the response intervention the following outputs are identified: The objectives during the emergency phase are to provide businesses the financial space, keep them out of bankruptcy, reduce the jobs lay-off, and prepare for them to resume their economic activities once the crisis is over. During the emergency phase, the support will be provided to as many businesses as possible to help firms retain workers, with a prioritisation of strategic industries and strategic firms

- **Operations and Viability of At-Risk MSMEs Secured:** Providing businesses, including MSMEs, financial support under different modality and Protecting the health and safety of retained workers
- **MSMEs Repurposed to Support the Response to COVID-19:** support in shifting production and supply of materials with high demand in the market for COVID-19 response, support to enter into a new market for MSMEs and cooperatives to retain and perhaps even create jobs and address environmental concerns focusing on management of waste from

quarantine and isolation centres with dedicated waste receptacles, incineration mechanisms (where needed), and dedicated training for waste collectors on handling various waste streams such as medical and hazardous wastes, occupational safety and hygiene, as well as support MSMEs to work on social safety nets.

The recovery phase intervention outputs are designed in the following areas: The objective during the recovery phase is to help targeted high-growth firms, for them to quickly recover from the crisis and adjust to the new market dynamics by providing them financial and technical support.

- ***A Single, Empowered, Institutional Champion in Government for MSMEs Established:*** support on establishment of focal institution that can advocate for MSMEs and provide authoritative direction on policy, legal, institutional, financial and development issues,
- ***Strengthening Horizontal and Vertical Integration of MSMEs in Value Chains***
- ***Strengthened Enabling Environment and Operational Capabilities***

The governance arrangement of the support implementation is to have a Macro team, National steering Group (NSG), an Advisory Group, Socio-Economic Response and Recovery Technical Team (SERRTT) and Business Emergency Unit (BEU).

The **Business Emergency Unit (BEU)** - embedded under JCC structures- will report to NSG while regularly interfacing with SERRTT on technical and coordination matters. The core functions of the BEU would be to:

- ⇒ **Service-delivery functions** which include processing businesses application and delivering services through different channels (government, financial institutions, or BDS providers). This includes maintaining a major national portal providing information on support available from the GoE, an application window for support, a central database for delivery management and a reporting and visualization tool on the use of funds.
- ⇒ **Supportive functions** which include communication to businesses and to the public, and budget monitoring.
- ⇒ **Managerial functions** which include the daily monitoring of the processes and their efficiency (notably through KPIs, and a close follow-up of the service delivery functions), a coordination and reporting function (notably to other institutions and committees), and a management function for overall supervision of the BEU.

The **Business Emergency Unit (BEU)** to be established at Job Commission Center (JCC)-serving as a secretariat for the COVID response and recovery measures. In the long run, entities need to set up their own 'implementation teams' to ensure their response and recovery work is properly integrated with the respective institutions plans and programmes. Thus, this position is recruited for the business emergency unit to be part of the team to make the unit a success.

The job holder will be stationed at the JCC BEU and directly engages with the relevant directorates on a day to day basis. The BEU Project Lead will be responsible for building the BEU team at JCC. The BEU lead will lead the implementation of MSME support and will also support other JCC directorates on delivery assurance and job creation.

### III. Scope of services expected

#### a) Project management of the Business Emergency Unit.

- Help formulate concepts, concretize project documents, and manage activities of BEU including budget management, monitoring and evaluation, and providing risk mitigation solutions;
- Support to and follow up the MSMEs mapping exercise in Ethiopia and identify opportunities and threat to consider under BEU
- Help map and research the relevant information, knowledge and background as part of BEU project, such as regulations, guidelines, standards and manuals related to BEU and other related projects in Ethiopia;
- Coordinate with internal and external experts inclusive of exploring partnership with relevant stakeholders to formulate the knowledge product, advice and analyses on thematic policies, priority sectors and piloting projects under the BEU project

- Manage technical and administrative work for specific initiatives and activities, and coordinate evaluation of results/outcomes with advisory support provided.

**b) Coordinating and developing strategic partnerships with national stakeholders as to ensure the effective and successful implementation of the BEU project**

- Understanding the Ethiopian COVID-19 response and Recovery programs, mapping of the opportunities, challenges and barriers for MSMEs development and under the BEU framework
- Building strong relationships with external stakeholders: government organizations, service providers (including banks and MFIs) and development partners
- Maintain and strengthen communication and partnerships with relevant stakeholders
- Conduct research, briefing and analysis on the BEU related conferences, events and knowledge;
- Explore the new Public Private Partnership law in Ethiopia and identify opportunities how to leverage on and the alignment of BEU project.

**c) Contribute to the planning, organization and coordination of SIP related events.**

- Help in recruiting BEU team members
- Lead on delivery of business support
- Lead the creation of a platform to register businesses
- Coordinate and liaise with key partners and launching of key knowledge products related to the business response and recovery
- Preparation and dissemination of relevant communication materials and knowledge products,
- Provide support to operational and administrative tasks

**d) Provide evidence-based policy and strategic support**

- Provide strategic advisory support and technical expertise in formulation, effective implementation and coordination of the BEU tasks
- Support the JCC in assessing challenges in the implementation of response and recovery tasks under the BEU
- Support the government in obtaining integrative advice to combine best practices in MSMEs response and recovery practices
- Analyze social, economic and environmental data and trends that impact MSMEs and advise the Government in developing capacities and establishing systems that ensure the continuing use and application of data for evidence-based policy making.
- Participate in technical meetings; prepare and edit reports, manuals, guidelines and other specialized publications in support of achieving these objectives.

**e) Support partnership building and resource mobilization, focusing on achievement of the following results:**

- Support in the analysis of information on donors involved in Business emergency response and recovery.
- Assist in the preparation of donor reports, tracking resources and fund balances
- Provide supporting the preparation of communication products used for resource mobilization efforts.

**f) Support facilitation of knowledge building and sharing with all stakeholders, focusing on achievement of the following results**

- Advise on synthesis of lessons learnt and best practices
- Contribute to documentation of knowledge products
- Contribute to promotion and up scaling of best practices

## **IV. Expected output and deliverables**

**a) Project management of the Business Emergency Unit.**

- Formulating the concepts, concretize project documents, budget preparation for the unit, preparation of monitoring and evaluation tools, and identifying and providing risk mitigation solutions, including
  - MSMEs mapping and identifying opportunities and threat to consider under BEU with the plan
  - map and research the relevant information, knowledge and background as part of BEU project, such as regulations, guidelines, standards and manuals related to BEU and other related projects in Ethiopia;
  - Exploring and Creating partnership with relevant stakeholders to formulate the knowledge product,

advice and analyses on thematic policies, priority sectors and piloting projects under the BEU project

- Manage technical and administrative work for specific initiatives and activities, and coordinate evaluation of results/outcomes with advisory support provided of the unit

**b) Developing strategic partnerships with national stakeholders as to ensure the effective and successful implementation of the BEU project**

- Through Understanding the Ethiopian COVID-19 response and Recovery programs, the opportunities, challenges and barriers for MSMEs development under the BEU framework
  - Building strong relationships with external stakeholders: government organizations, service providers (including banks and MFIs) and development partners
  - Create, Maintain and strengthen communication and partnerships with relevant stakeholders
  - Conduct research, briefing and analysis on the BEU related conferences, events and knowledge;
  - Explore the new Public Private Partnership law in Ethiopia and identify opportunities how to leverage on and the alignment of BEU project.

**C) Planning, organization and coordination of BEU related events.**

- Draft questions for recruiting BEU team members
- Produce reporting format and deliver performance report on the results of the BEU Leadership and on delivery of business support
- Develop systems and creation of a platform to register businesses
- Coordinate and liaise with key partners and launching of key knowledge products related to the business response and recovery
- Preparation and dissemination of relevant communication materials and knowledge products,
- Provide support to operational and administrative tasks

**d) Provide evidence-based policy and strategic support**

- Provide strategic advisory support and technical expertise in formulation, effective implementation and coordination of the BEU tasks
- Support the JCC in assessing challenges in the implementation of response and recovery tasks under the BEU
- Design and Support the government in obtaining integrative advice to combine best practices in MSMEs response and recovery practices
- Analyze social, economic and environmental data and trends that impact MSMEs and advise the Government in developing capacities and establishing systems that ensure the continuing use and application of data for evidence-based policy making.
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**f) Support facilitation of knowledge building and sharing with all stakeholders, focusing on achievement of the following results**

- Identify and advise on synthesis of lessons learnt and best practices
- Contribute to documentation of knowledge products
- Contribute to promotion and up scaling of best practices

**V. Institutional arrangement / reporting relationships**

- a. JCC will directly supervise the Contractor, and will be directly responsible to the Delivery Assurance and Capacity Development Directorate of JCC. The contractor will deliver fortnight performance delivery report to the directorate and the directorate will send approval letter attaching the progress reports monthly to UNDP CO for payment
- b. The progress report to be submitted fortnightly should entail planned activities, tasks accomplished as per the plan, additional tasks accomplished, reasons for lagging from the plan if any, problems encountered, solutions recommended

and next period plan.

- c. The Contractor is expected to liaise/interact/collaborate/meet with in the course of performing the work with MOTI, and other government stakeholders and with donors including UNDP.
- d. JCC will provide office facilities and necessary support for the efficient delivery of the tasks.

## **VI. Logistics and administrative support to prospect IC**

Secretarial services and Local transport service for work related activities will be arranged by JCC

## **VII. Qualification of the successful Individual Contractor. Competencies and Critical Success Factors**

- a. Education:  
MBA, MSc or MA in industrial economics, economics, Project Management, Relevant Engineering fields, development studies, public administration, international business or related fields
- b. Experience:  
Minimum of 10 years of relevant work experience in project/programme management and advisory services.  
Previous experience in government and international organizations is highly desirable.  
Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems
- c. Language:  
Fluency in English and Amharic
- d. Functional Competencies:
  - Knowledge Management and Learning
    - Shares knowledge and experience
    - Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills
  - Development and Operational Effectiveness
    - Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
  - Leadership and Self-Management
    - Proven leadership and coordination skills, enabling different parties to collaborate
    - 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
- e. Core Competencies:
  - Practical and working knowledge of GoEs policies and strategies in general and the current effort on COVID-19 response and recovery endeavor on MSMEs
  - Experience and confidence in working with senior government officials, including Ministers, Sate Ministers and Commissioners/Director Generals
  - Highly proactive communicator (both verbal and written) and networker
  - Good understanding and experience in the working of government and donor development projects
  - Good understanding of private sector development programmes and initiatives
  - Good analytic and multi-tasking skills
  - Proven working experience in project management
  - Excellent stakeholder coordination and internal communication skills
  - Excellent oral and written communication skills in both English and Amharic.
  - Able to work within time constraints
  - Proficient in all Microsoft tools
  - Strong interpersonal skills and team spirit
  - Solid organizational skills including attention to detail and multitasking skills
  - Familiarity with bureaucratic requirements in a national and/or regional government ministries as well as exposures to coordination of development programmes will be an advantage.

**f. Corporate Competencies:**

- Demonstrates commitment to Ethiopian Job Creation Commission mission, vision and values
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

**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 and Proposal)</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> Qualification		15
▪ <b>Criteria c.</b> Experience in similar assignments		15
▪ <b>Criteria d.</b> Demonstration of functional and core competencies		20
<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**

Payments will be made monthly when the fortnights progress reports are submitted and approved and sent to UNDP by the JCC directorate

The prospective consultant will indicate the cost of services for full time monthly service and each deliverable in ETB **all-inclusive<sup>1</sup> lump-sum contract amount** when applying for this consultancy and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her monthly service fees upon certification of the completed tasks satisfactorily.

**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.

Proposed Table of Contents	Page
<b>TECHNICAL PROPOSAL COVER PAGES</b>	
Cover Page	
Cover Letter	
<b>SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM</b>	
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	

<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

1.6 Bank Reference

**SECTION II. ANNEXES**

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

Annex b. Duly Signed Personal CV's/P11 (use the template hereto) – use separate pdf file

Annex c. Financial Proposal – BREAKDOWN OF COSTS Template (use the template hereto) use separate pdf file

**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/JCC.