

TERMS OF REFERENCE (TOR)

I. GENERAL INFORMATION

Services/Work Description:	International Consultant for Preparation of Strategic plan and Programme Document development for the period 2021-25 for EDGET
Project/Program Title:	Empower, Digitalize and Globalize Entrepreneurs to Ethiopia's Transformation (EDGET):
Duty Station:	Addis Ababa, Ethiopia
Type of the Contract:	International Individual Contract
Supervisor:	JCC and UNDP
Duration:	30 working days
Expected Start Date:	Immediately after signing the contract

II. BACKGROUND

Sustainable job creation and youth employment are critical challenges that Ethiopia is facing today, as the Country aims to transition to a middle-income country by 2025. With about 2 million new entrants to the labor market every year, 49% of employed population being in subsistence employment, and ~70% of the population under 29 years old, a concentrated effort to grow current jobs, create new jobs, improve the quality of these jobs and the inclusiveness of the labor market are necessary. To this end, the Jobs Creation Commission (henceforth referred to as JCC) adopted a holistic approach to tackle the binding constraints to jobs and proposed an ambitious, yet urgent call to create 14 million sustainable jobs by 2025.

The Commission is a year-old federal institution established under the Prime Minister Office in Ethiopia, with a mandate to coordinate, govern and monitor all national and regional institutions to reach the nation's objective to align policy and institutional strategic plan to achieve a sustainable jobs ecosystem. Well-aware of past local and global experiences that policy and governance alone cannot produce sustainable outcomes with a single change, JCC spearheads the jobs creation agenda by initiating a 'One Plan. One Report' initiative and data collection mechanism aimed at to capacitate institutions and facilitate systemic change. Building institutional capacity by raising expectations, increasing motivation, and building networks of relationships, have the power to transform the jobs ecosystem. Thus, JCC intends to resolve competing objectives and weed out disjointed, fragmented decision-making practices that impact employability, jobs creation, quality of jobs, human capital potential, and economic growth by connecting the dots and creating enabling jobs environments to drive the system.

The JCC has worked on developing a Plan of Action for Job Creation (PAJC) that aims to identify the set of policies and programmes required to foster job creation and unleash the potential of the Ethiopian Economy. The Plan of Action for Job Creation proposes holistic interventions to solve the employment and job creation challenges and provides a new vision of employment in Ethiopia.

Guided by the new Country Program Document (CPD) to help Ethiopia achieve shared prosperity, UNDP will narrow its focus to financial inclusion and the ecosystem for entrepreneurship, targeting youth especially young female entrepreneurs. Building on its rich experience in entrepreneurship development in Ethiopia and setting up of Entrepreneurship Development Center (EDC) that has reached more than 90,000 people, UNDP will offer market-based solutions for growth and development of SMEs in six dimensions: policy advice; skilling; business development services; enterprise development; project preparation and development; and finance. The focus will be on connecting elements of the ecosystem into one whole and transforming them. This component will tackle credit rationing for SMEs, ensuring that women gain access to financing. By enhancing the partnership and cooperation with UNCDF, UNDP will involve a major push on digital finance, creating enabling environment and improving the ecosystem for entrepreneurs and start-up.

Taking advantage of impending liberalization processes and the Government's focus on innovation, UNDP partnership with JCC and others will take an ecosystem development approach to unlock policy and regulatory challenges, work with providers to tackle access to finance challenges for entrepreneurs through promoting inclusive and innovative financial tools and instruments including digitalization.

The UNDP support program aims to build on progress already made by the JCC on achieving its Digital Entrepreneurship. Through UNDP support then the purpose of the program is therefore to first and foremost form a qualified Digital Entrepreneurship Team (DET) to lead the Empower, Digitize, and Globalize Entrepreneurs for Ethiopia's Transformation (EDGET) program through 2020 and for the long term, up to 2025. The DET is to manage several interventions already under way with regards to entrepreneurship capital, legislation and training.

Thus, the Empower, Digitize, and Globalize Entrepreneurs for Ethiopia's Transformation (EDGET) program has been launched in August 2020. The Empower, Digitize, and Globalize Entrepreneurs for Ethiopia's Transformation (EDGET) program, funded by UNDP and implemented by the JCC, aims to build on progress already made by the JCC on achieving its Digital Entrepreneurship Vision 2025 and catalyze the production of specific outputs. The objectives of the EDGET programme are to:

- Enable and promote digital entrepreneurship across all sectors of the economy
- Provide entrepreneurs with access to global capital and best-in-class knowledge
- Ensure recovery from the COVID-19 pandemic leveraging digital approaches novel for Ethiopia
- More generally, accelerate economic growth

The management arrangement of the program implementation is to have a Board (composed of JCC, UNDP and other stakeholders), DET Lead (who will be accountable to the Boards and JCC executives), DET Entrepreneurship and DET Program Manager-both will be accountable to the DET Lead. The DET team will be stationed at JCC.

Currently, in its Initiation Phase (short-term project), the EDGET project is planned to culminate in a long-term national program to implement Ethiopia's Digital Entrepreneurship Vision 2025 in the coming 5 years.

In order for the JCC PAJC interventions in the digital space to become effective, they were translated by the Digital Entrepreneurship Team Lead into: a Digital Entrepreneurship Vision 2025 (DEV2025), a set of project portfolios to achieve the vision by 2025 and a DEV2025 Strategic Execution Roadmap. All of these (See appendices I, II, III) were approved by the JCC Commissioner in June 2020.

As part of the EDGET program, an international individual consultant is sought to prepare program document and define the 2021-2025 strategic plan for EDGET program continuity with UNDP CO financial support. Thus, this TOR is developed to call the consultant who should have the required qualification and competency to engage with the assignment.

III. OBJECTIVE OF THE SERVICE

The overall objective of the assignment is to develop the 2021-2025 strategic plan as per standard format and program document for the period as per UNDP guideline for EDGET program. The strategic plan and program document shall:

- Take into consideration the vision and target of the program and clearly indicate baseline, activities, indicators and targets in a manner that can make the implementation and monitoring of the activity execution easy
- Be in line with previously defined Digital Entrepreneurship Vision 2025 related collateral listed above
- Build on progress made from EDGET in 2020 (Q3 and Q4 activities)

IV. SCOPE OF THE SERVICE

The following are indicative areas for scope of the activities for the strategic plan while anticipating comprehensive proposals from the consultant participating to render the service including which areas are to entail to enhance the intended assignment.

- Identify and prioritize strategic initiatives for the EDGET Program through desk research to gather insights into the high-level activities to support digital entrepreneurship ecosystem building in Ethiopia, and map stakeholder initiatives to global best practices to identify gaps and opportunities for JCC
- Define a strategic roadmap for all initiatives identified and prioritized
- Define a set of deliverables with roles and responsibilities for all initiatives; Note that while some projects will be directly led by the JCC, others will involve several public and private stakeholders for which the JCC will play a facilitating role.
- Develop a detailed scope, budget and timeline for short term initiatives (2021) AND a high-level scope, budget, risks, mitigation scheme and timeline for medium- and long-term initiatives (2022-2025).
- Define a detailed monitoring, learning and evaluation framework that follows the medium and long-term outcomes of the National Plan of Action for Job creation and UNDP's long term strategy for innovation and entrepreneurship development
- Develop a strategy management and governance structure with clear implementation team structure at federal and regional level, and project oversight hierarchy and composition, taking into consideration existing platforms created by the JCC
- Conduct consultations with stakeholders to assess geographic and sectoral coverage of activities, program scope and scale, and outcomes and outputs that are being tracked. An exhaustive list of all stakeholders is expected to be included in the final strategy document submitted.

Though some activities and areas are overlapping for the strategic plan and program document, the consultants will be responsible for the preparation of a Project Document for EDGETI consistent with UNDP quality standards and criteria. The program document is expected to entail among others outcome, outputs, activities and time frame to be implemented in the period 2021-25 and need to be aligned with the Country Program Document (CPD) of 2021-25. The program document needs to be **comprehensive for the period 2021-25** for strategically aligning UNDP's engagement of support with the Government inclusive and sustainable development agenda in line with UNDP's Strategic Plan and Country Programme Document (CPD).

The preparation of the **Project Document will include quality control and final formulation of the following indicative sections of a UNDP -compliant dossier.**

- Development Challenge (Situation Analysis):
- Strategy: these may include country ownership, project rationale and policy conformity, design principles and strategic considerations, theory of change
- Results and Partnership: these include the following
 - Expected Result
 - Resource Required achieving the expected result (Total Budget and Work Plan
 - Partnership
 - Risks and Assumptions in the execution
 - Stakeholders Engagement
 - Knowledge
 - Sustainability and Scaling up
- Program Management: these include the following

- Cost efficiency and Effectiveness
- Project Management
- M&E Framework
- Results Framework
- Monitoring and Evaluation
- Governance and Management Arrangement
- Legal Context and Risk Management
- Environmental and social safeguards, including gender analysis and action plan
- Annexes
 - Risk Analysis log
 - References
 - Key assessment reports
 - Capacity assessments
 - Terms of Reference for Project staff and main consultants and sub-contracts
 - Stakeholder involvement Plan
 - Gender Action Plan

The above sections are indicative; as templates may be subject to change, the consultant will be required to obtain guidance from the UNDP CO IGSD unit on applicable formats and templates to ensure that the work is compliant with UNDP standards and criteria. It is required to compile baseline/situational analysis for the full-size project. This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to the outcomes; definition of incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices as appropriate.

V. EXPECTED OUT PUT OF THE INNCUBATION SUPPORT

The assignment is expected to deliver a strategy roadmap linking between the strategy and execution. It is expected to visualize the key outcomes that must be delivered over the five years period in order to achieve the EDGET strategic vision. The deliverable from this assignment include:

- a. An inception report detailing the methodology/ approaches and timelines associated with this consultancy assignment
- b. A five-year strategic plan and program document including a results and resources framework and
- c. A report on the process including stakeholder consultations and workshops.

The deliverables are expected to embed at least the following:

- Vision, Values, Clearly defined Outcomes, structure, accountability, KPIs.
- Contextual analysis
- Internal and external stakeholders
- SWPT and PEST analysis
- Mapping tasks and activities that include SMART objectives, work break downs, team structures and responsibilities
- Clear tasks categorized into operational and in the strategic period linked to the EDGET program target
- Scheduling including what, when, who, how etc.. showing the critical steps
- Estimation for costs (Material, system, Human resource, facility etc..) and budget and budget source
- Risk assessment
- Monitoring and evaluation tools and packages
- Capacity development package
- Knowledge management and retention scheme

VI. METHODOLOGY/APPROACH OF THE SERVICE

The assignment is required to be provided by international consultant who should have adequate knowledge and experience on the desired areas through preparation and development of Strategic Plan in various countries as requested in this TOR.

The consultant shall be expected to carry out this assignment by:

- Assessment of previous study and relevant documents on EDGET and its objective and strategy
- Assessment of the organizational structure to ensure it is aligned with the objective and target
- Mapping and assessment of the EDGET requirement
- Assessment of best international practices applicable to the assignment and drawing lessons for the implementation of the outputs
- Understanding of the EDGET context in Ethiopia
- Identification of the targets
- Identification of the strategy objectives
- identification of the strategy products and activities
- Consultation and closely working with JCC and other concerned parties

It is anticipated that the consultant submitting his/her offer to design appropriate methodologies using her/his knowledge and experience to carry out the assignment at the required level

VII. LOCATION AND DURATION

The whole assignment should not exceed more than 30 days. The consultant has to indicate a clear process/procedure and time frame for the assignment.

VIII. IMPLEMENTATION ARRANGEMENTS

The consultant will be recruited under the UNDP terms and conditions and undertake the assigned tasks and responsibilities under the direct supervision of the Job Creation Commission and UNDP.

IX. PAYMENT MILESTONES AND AUTHORITY

The prospective consultant is expected to indicate the cost of services for each deliverable in US dollars all-inclusive¹ 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	Deliverables	Approval Should be Obtained		Percentage of Payment
1 st Installment	Up on submission and approval of inception report including strategies for the assignment	UNDP Leader	Team	10%
2 nd installment	Up on submission and approval of draft report as well as making presentation to stakeholders	UNDP Leader	Team	40%
3 rd Insatlment	Up on submission and approval of the final report which should be prepared incorporating the comments of the stakeholders	UNDP Leader	Team	50%

¹ The term “All inclusive” implies that all costs (professional fees, international 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. MINIMUM CONSULTANT REQUIREMENT

The Consultant should be an expert with solid experience and exposure on strategic plan document preparation and well versed on the interventions the strategic document intends to entail.

The consultant should have the following qualifications and experience:

A. Education:

PhD in the area of strategy development, policy, planning, business development, economics, management, development studies and related areas.

B. Experience and Skills:

- Minimum at least 8 years in the field of strategic plan development, program document preparation, business development, restructuring, strategy development, or related sphere.
- preferably have a lot of engagements with the private sector , public sector and UN agencies
- Experience in digital entrepreneurship and have a good understanding of the Ethiopia government context;
- Knowledge of relevant policies, structure and digital economy development
- Experience working with UN or other international organizations
- It shall demonstrate its capabilities, understanding of the TOR, and methodology of skill development approach
- Demonstrated experience in undertaking a nation-wide research study and report development of high standards.
- Exposure to or understanding of the Ethiopia's socio-economic contexts is an asset.
- Sound understanding of the national and international development policies, strategies and programmes, and their implementation issues and challenges.
- Analytical skills and experience in developing assessment reports of high standards.
- Working experience and familiarity with the development efforts of the international development partners, especially UN agencies and NGOs.
- Knowledge of UNDP programming approaches is desirable
- Experience of working in Ethiopia/ Africa is desirable

C. Functional Competencies

- 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.
- Ability to work under pressure, and to deliver in a timely manner without compromising quality standards

D. Language and Other Skills

- 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
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications

XI. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both technical and financial proposals. Accordingly, individual 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 are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	
▪ Criteria a. Educational relevance: close fit to post		10 pts
▪ Criteria b. Understanding the scope of work and organization of the proposal		50 pts
▪ Criteria c. Experience of similar assignment		30 pts
▪ Criteria d. Previous work experience in Africa/ Ethiopia		10 pts
Financial (Lower Offer/Offer*100)	30%	
Total Score	Technical Score * 70% + Financial Score * 30%	

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

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

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
- 1.7 Copy of Academic credentials

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 /P11

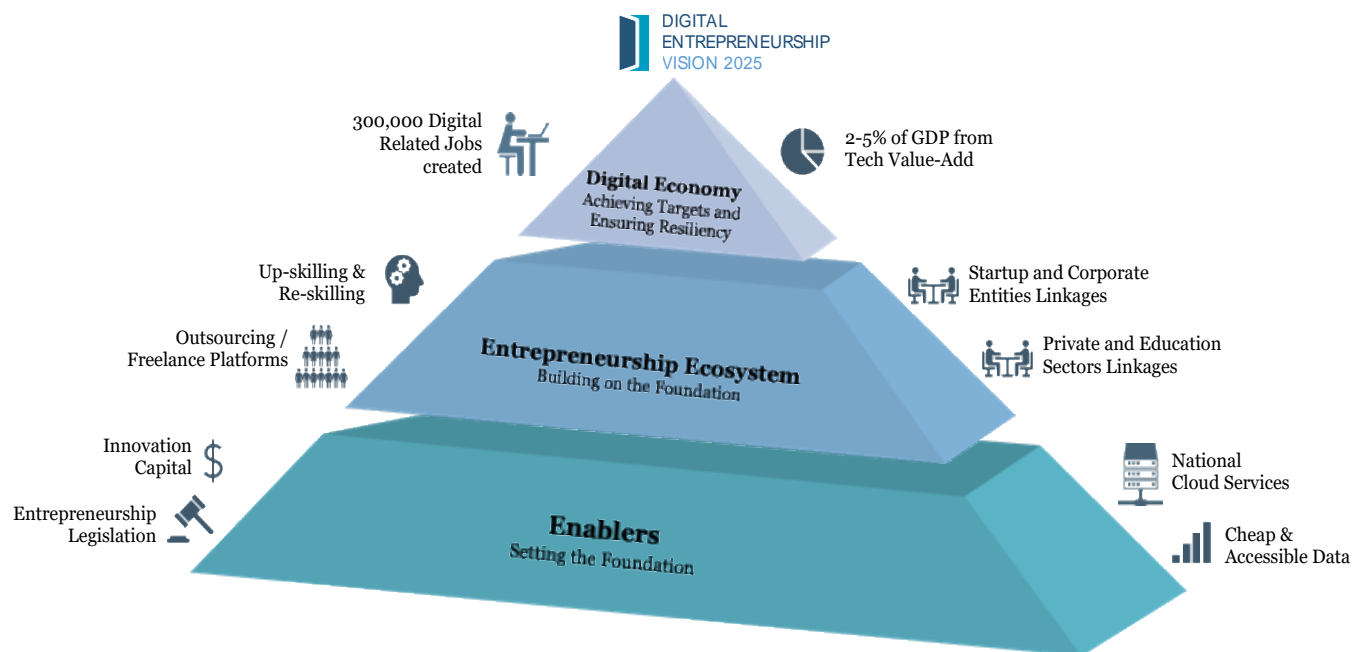
XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

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

XIV. HOW TO APPLY

Interested consultant with required qualification and experience must submit their applications through:
<https://etendering.partneragencies.org> UNDP/ETH10/Event ID: **ETH1944**

Appendix I : Digital Entrepreneurship Vision 2025 (DEV2025)



Appendix II: DEV2025 project portfolios



EE-PP2: Up-skilling & Re-skilling

- Project A: Digital platforms for employment service delivery
- Project B: Partnerships with global tech vendors for individual certifications
- Project C: Digital, technological, and financial literacy skills
- Project D: Entrepreneurship training programs



EE-PP4: Startup and Corporate Entities Linkages

- Project A: Promotion of innovative entrepreneurship
- Project B: Defining framework conditions for start-up competitiveness
- Project C: Strengthening intermediaries / incubators



EE-PP1: Outsourcing / Freelance Platforms

- Project A: Strategy for Ethiopia to become a BPO/outsourcing destination
- Project B: Branding and Marketing Ethiopia as an outsourcing destination
- Project C: Promotion and development of freelance platforms
- Project D: Promotion of the eWTP platform for MSME's



EE-PP3: Private and Education Sectors Linkages

- Project A: Promotion of R&D partnership between startup & universities
- Project B: Formation of a startup association
- Project C: Linkages between regional universities and AA incubators



E-PP2: Entrepreneurship Capital

- Project A: Structuring the Entrepreneurship Fund
- Project B: Roadshow and Fund Raising for the Entrepreneurship Fund
- Project C: Challenge grants for early stage startups



E-PP4: National Cloud Services

- Project A: Support data center capacity optimization
- Project B: Support establishment of a national data center



E-PP1: Entrepreneurship Legislation

- Project A: Develop Regulatory Sandbox use cases for directives
- Project B: Establish an ICT Intelligence Unit
- Project C: Create BPO/Outsourcing-friendly regulations
- Project D: Define fiscal incentives on IT equipment



E-PP3: Cheap & Accessible Data

- Project A: Support on connectivity in underserved and rural areas
- Project B: Support on ICT-park revitalization
- Project C: Promote formation of co-working spaces



Project Management Office

- PMO1: Define JCC Operating Model between directorates on digital economy and maturity model for becoming a ministry
- PMO2: Form a Private/Public Entrepreneurship Promotion Advisory Council
- PMO3: Organize an e-Thiopia Summit on Digital Entrepreneurship
- PMO4: Attract foreign investors, ecosystem builders and entrepreneurs

Key:

E-PPx: Enablers Project Portfolio x

EE-PPy: Entrepreneurship Ecosystem Project Portfolio y

Appendix III: DEV2025 Strategic Execution Roadmap

