

# TERMS OF REFERENCE (TOR)

## GENERAL INFORMATION

<b>Services/Work Description:</b>	National Firm Level Consultancy service to develop EDTF's Human Resource Management System
<b>Project/Program Title:</b>	Ethiopian Diaspora Trust Fund (EDTF)
<b>Duty Station:</b>	Addis Ababa
<b>Type of the Contract:</b>	National Consultancy Firm
<b>Duration:</b>	16 business days
<b>Expected Start Date:</b>	<b>Immediately after signing the contract</b>

## I. BACKGROUND / RATIONALE

The Ethiopian Diaspora Trust Fund is an organization established by the Ethiopian Diaspora Community in response to Prime Minister Dr. Abiy Ahmed's call for a dollar a day to support the poor and disadvantaged in Ethiopia. In his speech at the Parliament, he asked the Diaspora community to join hands against poverty and build social and economic infrastructures, increase access to education and health services, create jobs for young men and women and enhance entrepreneurship and innovation. This was the basis for the formation of EDTF, which began mobilizing financial contributions from across the globe where a significant number of Ethiopian diasporas are living. Subsequently, a Secretariat has been established in Addis Abeba to translate EDTF's development objectives into practical engagement with local partners and stakeholders and implement various social and economic development projects that benefit the poor people in the country. The major activities of the Secretariat include developing partnerships with relevant government offices, civil society organizations, NGOs, private sector participants as well as institutions of learning. It will also undertake project appraisal, monitoring and evaluation activities as well as wider communication with donors and other stakeholders for collaboration and increased resource mobilization. In August 2020 EDTF awarded an implementation grant of ETB 47, 368,333 to five development projects selected through a competitive and transparent process.

Currently, the EDTF secretariat has three members seconded by the United Nations Development Program (UNDP). The secretariat's operation is fully financed and administratively supported by UNDP. EDTF aims to put together a high-performing organization with a clear structure, expert staff, strong systems and processes, as well as a well-defined set of shared values to drive the organizational process. To this end, the organization is expected to acquire managerial, administrative, and financial management capacity to sustain and expand its operation. Acquiring these basic organizational capacities will enable EDTF to pursue partnerships, mobilize and manage resources and expand the scale and scope of its operation. With the commitment of the EDTF leadership to ensure the growth and sustainability of the organization, several capacity-building measures of EDTF are planned and being implemented. Establishing a framework through which EDTF will recruit and manage staff is one of the key capacity development milestones planned for 2020. This TOR is prepared to procure a consultancy service to develop the human resource policy, procedural manual and templates of EDTF.

## II. OBJECTIVES OF THE SERVICE / WORK

The objective of the HR consultancy service is to provide strategic guidance to the EDTF program's human resource (HR) processes, Develop and interpret HR policies, procedures and systems. The consulting firm is expected to develop a human resource plan and forecasts aligned to EDTF's strategy and priorities.

## III. SCOPE OF THE SERVICE / WORK

### 1. Review Organisational Design of EDTF

- 1.1 Understand EDTF's history mission, objectives, mandates and processes to develop a human resource policy that best serves the unique nature of the organization.
- 1.2 Review the organizational design EDTF and the preliminary organizational structure tabled for discussion.
- 1.3 Assess and analyse the current and future human resource needs of EDTF.

- 1.4 Identify all HR categories EDTF needs to execute its mandate and recommend short-term, mid-term and long-term HR plans to fit the purpose of the organization
- 1.5 Profile competencies for each position identified in the HR plans.

## **2. Develop HR Policy & Procedures**

- 2.1. Based on the result of the organizational analysis propose and develop comprehensive HR Policies and Procedures covering but not limited to the following areas:
  - Human resource management policy
  - Human resource planning
  - Recruitment
  - Termination of employment
  - Conditions of employment
  - Salaries and remuneration
  - Employee benefits and services
  - Holidays and leave
  - Work safety and health
  - Training and development
  - Performance feedback and appraisal
- 2.2. Design, a transparent result-based performance management system which ensures thorough assessment of achievements and a link to employee incentive systems.
- 2.3. Recommend a career development guideline and process and rewards/incentives system to ensure good performance and increased retention.
- 2.4. Prepare HR Policies Procedure Manual and templates covering but not limited to the above.

## **3. Develop of Job Descriptions and Performance Management System**

- 3.1. Define clear job descriptions for each specific position identified in the HR plans. Job descriptions must be aligned with the organizational goals.
- 3.2. Develop key performance indicators for each position
- 3.3. Recommend a system of periodic performance appraisal completed with formats and schedules for all the positions linked with the KPIs.
- 3.4. Establish a clear mechanism for linking the performance with compensation

## **4. Propose a Career Development System**

- 4.1. Develop a system for employee learning and development to prepare them to progress in their careers and assume larger responsibilities.
- 4.2. Design career development plan for employees at all levels to ensure that all staff is trained to carry out their relevant task. Provide suggestions regarding linking the performance with adequate professional development opportunities such as courses, seminars, mentoring, etc. Develop a system for employee learning and development to prepare them to progress in their careers and assume larger responsibilities.

## **5. Development of a Transition and Change Management plan**

- 5.1. Develop a transition plan which facilitates a smooth shift from the current secretariat team seconded by UNDP to staff recruited/managed by and accountable to EDTF.
- 5.2. Develop an effective "Change Management" plan so that desired Organizational Development interventions are smoothly implemented and inculcate a culture that is sustainable and capable of effectively responding to future dynamics of the internal and external environment.
- 5.3. Propose a mechanism for monitoring progress in implementing the human resource management system of EDTF.

## **6. Consultation, Communication, and Reporting**

- 6.1. Conduct discussions and consultations with the chairman and members of the EDTF Board of Directors, secretariat team, and other organizational stakeholders
- 6.2. Carry out at least three presentations to the EDTF Board and secretariat at inception, mid-term, and completion
- 6.3. Submit final deliverables after incorporating feedback from the EDTF Board of Directors, secretariat and other organizational stakeholders.

#### IV. EXPECTED OUTPUTS / DELIVERABLES

The deliverable of the consultancy assignment is a comprehensive HRM system with the following components: -

- HR Policy
- HR procedure manual and necessary templates
- Short, mid and long-term HR plan and budget including a transition and change management plan
- Job descriptions of all EDTF positions identified in the HR plan
- A PowerPoint presentation that provides an overview of the process as well as the deliverables to be presented by the consultancy firm.
- An orientation/training session for EDTF leadership and staff on the HR policy, HR plan, and HR procedure manual

#### V. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

- Review of key organizational planning and development documents, policies, procedures and processes of EDTF
- Review a preliminary staffing plan and pay scale drafted by EDTF
- Discussions with the leadership, management and staff of EDTF
- Review relevant national laws and regulations as well as international HRM standards
- Explore and adopt best practices of HRM for civil society organizations

#### VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT

This consultancy assignment will be based in Addis Ababa.

No.	Deliverables	Implementing Partners (IP) i	Location and Action to be Undertaken	Duration (approx.)
1	Inception report and work plan	EDTF secretariat/BOD	Addis Ababa	1
2	<ul style="list-style-type: none"><li>▪ Draft HR policy, Draft HR Procedure manual and necessary templates</li><li>▪ HR plan (Short-term, mid-term and long-term) corresponding budget and transition plan.</li><li>▪ Draft job descriptions of all EDTF positions identified in the HR plan To be submitted in two hard copies and electronic version.</li></ul>	EDTF Board of directors, secretariat team and expert group of volunteers	Addis Ababa	11
	Presentation of deliverables under 2 to the EDTF Board of Directors and secretariat team	EDTF Board of Directors secretariat team and other stakeholders	Addis Ababa	1
4	<ul style="list-style-type: none"><li>▪ Final HR policy</li><li>▪ Final HR procedure manual and necessary templates</li><li>▪ Final HR plan (Short-term, mid-term and long-term), corresponding budget and transition plan</li><li>▪ Final Job Descriptions of all positions identified in the HR plan</li></ul> after incorporating feedback and comments by EDTF Board of Directors and secretariat. Deliverables should be submitted in two hard copies and electronic version.	Approval by EDTF Board of directors	Addis Ababa	2
5	Training/Orientation on HRM system to the EDTF leadership and secretariat staff.	Board of Directors, Secretariat and other EDTF stakeholders	Addis Ababa	1
<b>Total</b>				<b>16</b>

## VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The consultancy firm is expected to assign a team of consultants with the relevant qualification and competencies specified in this TOR. The team should be led and coordinated by an experienced team leader. Contractually, the successful consultancy firm will report to the Democratic Governance and Capacity Development Unit Team Leader in UNDP. The Ethiopian Diaspora Trust Fund Secretariat will follow up the day to day work of the constancy assignment and monitor the quality of deliverables. The EDTF secretariat will provide the necessary support and guidance to the consulting firm and its teams. The EDTF secretariat may constitute an expert team of volunteers to comment and provide feedback on the products of the consultancy service. Regular updates on the progress of the assignment are expected to be provided by the team leader.

## VIII. PAYMENT MILESTONES AND AUTHORITY

The prospective service provider will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The proposer will be paid based on the effective UN exchange rate in Ethiopian Birr, and only after the relevant EDTF authority confirms the successful completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive communication costs, taxes, out of pocket expenses, and other ancillary costs.

A winning Proposer shall then be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

<b>Installment of Payment/ Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained from:</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Installment	▪ Inception report and work plan	UNDP	30%
2 <sup>nd</sup> and final Installment	<ol style="list-style-type: none"><li>1. Final HR policy,</li><li>2. Final HR Procedure manual and necessary templates</li><li>3. Final HR plans (Short-term, mid-term and long-term), corresponding budget and transition plan.</li><li>4. Final Job Descriptions of all EDTF positions identified in the HR plan</li><li>5. Training/Orientation on deliverables 1 to 4 to the EDTF Board of Directors and secretariat team</li></ol> All deliverables should be submitted in two hard copies and electronic version.	UNDP	70%

## IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

### 9.1 Minimum Organization Requirements

The prospective Service Provider is expected to meet the following minimum requirements:

- Experience in the delivery of similar types of services (The firm should present at least two Human Resource Management systems development research report on civil society organizations or similar organizations)
- Established track record in conducting high quality HR Consulting
- At least 5 years of practical experience in developing Human Resource management system for variety of organizations; preferably for the not-for-profit sector and UN agencies
- Knowledge of the civil society and other relevant sectors and access to stakeholders and information sources
- Capability to deploy qualified team with experience in HRM systems development fields.

- Capability to deploy strong analytical aptitude, communication and presentation expertise.
- Capability to deploy good communication expertise in English and Amharic languages.
- Certificate of legal registration as an Ethiopian business entity.
- It shall demonstrate its capabilities, understanding of the TOR, and methodology for delivering the required services and products
- Experience working with UN or other international organizations is beneficial.

## **9.2 Task Manager / Team Leader**

### **Academic Qualification:**

- A post-graduate degree in human resource management, organizational development, management and related fields.

### **Experience:**

- A minimum of ten years of experience in Human Resource Management and Organizational development and related fields.
- Considerable years of practical experience in human resource management
- Proven experience in developing human resource policies, plans and HR procedure manuals
- Experience in working with civil society organizations
- Experience in preparation and facilitation of Strategic Planning/ Organizational planning, and Organizational Capacity Assessment is an advantage

### **Competencies:**

- Ability to provide general leadership and direction to the study/research analysis and report writing
- Ability to undertake technical policy-focused research related to human resource management and organizational development
- Ability to work under pressure and to deliver on time without compromising quality standards;
- Excellent research and advocacy skills relating to human resource management and organizational and development
- Strong organizational development skills;
- Strong communication skills;
- Ability to write clear and concise reports
- Proficiency in English and Amharic languages

## **9.2 Consultants / Team Members**

### **Academic Qualification:**

- A post-graduate degree in human resource management, organizational development, management and other related fields
- Strong organizational development skills;

### **Experience:**

- A minimum of seven years of professional experience and proven expertise in developing human resource management systems
- Experience in working with civil society organizations

### **Competencies:**

- Ability to undertake technical policy-focused research related to human resource management and organizational development.
- Ability to work under pressure and to deliver on time without compromising quality standards;
- Training and hands-on experience in organizational development, project management, monitoring and evaluation, budgeting and budget review.
- Strong analytical skills
- Strong communication skills;
- Strong presentation and facilitation skills;
- Proficiency in English and Amharic languages

## X. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy Firms are expected to submit both the Technical and Financial Proposals. Accordingly; the firm will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), 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%

## XI. LOGISTICAL SUPPORT

The EDTF secretariat will provide contacts for consultation meetings and access to information required for the assignment. The secretariat will organize sessions for the presentation of draft deliverables by the consultants as well as the orientation/training on the final products.

The Consultants will be responsible for providing their own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection. The consultants will organize their own transportation arrangements.

## XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider is advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

## XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after the termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government 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. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply. The service provider should declare any relationship with the leadership and secretariat of EDTF which could lead to a potential conflict of interest that may arise from conducting the assignment.

## STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Herewith please find the **Standard Technical Proposal Evaluation Criteria** along with the respective allocated weight template for Requester's subsequent review. As per the relevance of the proposed criteria, it can either:

- a. Redistributed the allocated weight;
- b. Delete specific criteria if you find it irrelevant or less relevant; or
- c. Replace with new criteria along with corresponding allocated weight

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	30%	300
3	Management Structure and Key Personnel	40%	400
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> <li>- Financial Stability</li> <li>- Loose consortium, Holding company or One firm</li> <li>- Age/size of the firm</li> <li>- Strength of the Project Management Support</li> <li>- Project Financing Capacity</li> <li>- Project Management Control</li> </ul>	90
1.3	The extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: <ul style="list-style-type: none"> <li>- Specialized Knowledge</li> <li>- Experience on Similar Programme / Projects</li> <li>- Experience on Projects in the Region</li> <li>- Work for UNDP/ major multilateral/ or bilateral programmes</li> </ul>	120
<b>SUB TOTAL</b>		<b>300</b>
Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	10
2.5	Is the conceptual framework adopted appropriate for the task?	70
2.6	Is the scope of task well defined and does it correspond to the TOR?	60
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
<b>SUB TOTAL</b>		<b>300</b>
Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		
3.1	<b>Task/Project Manager / Team Leader /</b> General Qualification Suitability for the Project <ul style="list-style-type: none"> <li>- International experience</li> <li>- Training experience</li> <li>- Professional experience in the area of specialization</li> <li>- Knowledge of region</li> <li>- Language qualification</li> </ul>	20 30 100 30 20
<b>SUB TOTAL</b>		<b>200</b>
3.3	<b>Consultants</b> General Qualification Suitability for the project <ul style="list-style-type: none"> <li>- International experience</li> <li>- Training experience</li> <li>- Professional experience in the area of specialization</li> <li>- Knowledge of the region</li> <li>- Language qualification</li> </ul>	20 40 100 30 10
<b>SUB TOTAL</b>		<b>200</b>
<b>Aggregate</b>		<b>1000</b>