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

### **GENERAL INFORMATION**

**Services/Work Description:** Consultant for Change Management Specialist  
**Project/Program Title :** Empower, Digitize, and Globalize Entrepreneurs for Ethiopia's Transformation (EDGET)  
**Post Title: :** National Consultant (NC)  
**Consultant Level:** Level B (Specialist)  
**Duty Station: :** Addis Ababa  
**Expected duration:** 12 months  
**Expected Start Date:** Immediately after Signing of the Contract

### **I. BACKGROUND / PROJECT DESCRIPTION**

The Jobs Creation Commission of the Federal Democratic Republic of Ethiopia (JCC) is established under the Office of the Prime Minister to advance the government's goal around employment and job creation as per proclamation 1097/2018 which determines the powers and duties of the executive organs. Subsequently, the regulation 435/2018 promulgated by the Council of Ministers mandated the Commission with the authority to govern and coordinate the jobs creation agenda at the national and sub-national levels

The Jobs Creation Commission has set a clear goal of creating 3 million jobs by 2019/2020, 14 million by 2025, and 20 million jobs by 2030 through guiding the investment of government, the private sector and development partners to high-growth sectors and implementing innovative programs and targeted policy interventions in the labor market to align skills development with market needs and incentivize and support entrepreneurship and enterprise creation. In accordance with its operational mandate, the Jobs Creation Commission is organized around 5 departments that include Policy and Strategy, Partnerships and Fund Management, Data & Analytics, Innovative Jobs & Projects, Delivery Assurance and Capacity Building teams.

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 entrepreneurship and startup.

## **The Empower, Digitize, and Globalize Entrepreneurs for Ethiopia's Transformation (EDGET) and the Digital Entrepreneurship Team (DET)**

The JCC has identified several areas of intervention for digital entrepreneurship in its Plan of Action from a Policy, Talent and Technology standpoint. These interventions are paving the way for a Digital Economy. Particularly, since the return of the High Level Ethiopian Private/Public Delegation in November 2019 from its visit to the Silicon Valley in California and the Seattle area, considerable progress has been made on building a startup ecosystem and encouraging digital entrepreneurship in Ethiopia.

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;

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

The Commission is looking for an outstanding Change Management Specialist (CMS) with a proven track record in change management and communication. The DET CMS will have the unique opportunity to actively contribute to the job creation agenda and the economic development of Ethiopia. He or she will be in the middle of managing a wide range of activities within the EDGET project. The DET CMS will have the opportunity to play front-line change management across activities within the project, leading JCC internal change and DE socialization activities, as well as providing support on change and DE socialization activities external to JCC (to be led by the DET OCM expert). The DET CMS will also provide support on tracking and reporting on the performance of specific DET initiatives.

The DET CMS reports directly to the DET Lead and is responsible for:

- Working closely with the relevant directorates/teams within the Commission and partner institutions to fast-track project implementation and identify areas where coordination / senior-level intervention is required;
- Ensuring a clear process is established with specific SLA's (Service Level Agreement) between directorates as it pertains to DE;
- Socializing/constantly evangelizing DE activities with all JCC directorates and partner institutions;
- Providing practical support to troubleshoot and "debottleneck" impediments within JCC to delivery of DET activities;
- Conducting organizational culture assessments of critical issues pertaining to digital entrepreneurship, identifying cross-cutting and emerging issues, and proposing necessary solutions;
- Advising the DET Lead on strategic matters and setting priorities for leadership guidance including organizing and coordinating stakeholder meetings, team health issues, and performance management;

- Assisting in the coordination for DET on-demand team-wide tactical operations to meet urgent "all-hands-on-deck" responses per requests by DET Lead.
- Acting as priority area DET focal point for change management activities within the JCC;
- Keeping detailed track of the progress of JCC change management activities in the priority areas the DET reports on;

### III. EXPECTED OUTPUTS AND DELIVERABLES

The DET CMS will join an organization driving fundamental change in Ethiopia. A successful candidate will join the DET during its takeoff and have a unique chance to shape and empower the program team from the very beginning. Ultimately the role will be an opportunity to ensure the success of an organization and delivery of a program that is a crucial component in the future of Ethiopia. In addition, the DET CMS will have the opportunity to work across the Ethiopian Jobs Creation ecosystem, including Ethiopia's startup ecosystem, and build skills and a strong professional network.

Percentage	Outputs/deliverables	Estimated Duration to Complete (working days)	Target Due Dates	Review and Approvals Required
8.3%	Draft Internal DE JCC Communication Plan  Draft JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's  DE Organizational Culture Assessment Approach	22 working days	October 07	Relevant UNDP authority
8.3%	Final Internal DE JCC Communication Plan  Final JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's  Draft Organizational Culture Assessment	22 working days	November 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 1 Milestones complete  Training on JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's completed	22 working days	December 07	Relevant UNDP authority

	Draft Change Management Plan			
8.3%	DE Organizational Culture Assessment Report  Internal DE JCC Communication Plan Month 2 Milestones complete  Change Management Plan Month 1 Milestones complete	22 working days	January 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 3 Milestones complete  Change Management Plan Month 2 Milestones complete	22 working days	February 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 4 Milestones complete  Change Management Plan Month 3 Milestones complete	22 working days	March 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 5 Milestones complete  Change Management Plan Month 4 Milestones complete	22 working days	April 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 6 Milestones complete  Change Management Plan Month 5 Milestones complete	22 working days	May 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 7 Milestones complete  Change Management Plan Month 6 Milestones complete	22 working days	June 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 8 Milestones complete	22 working days	July 07	Relevant UNDP authority

	Change Management Plan Month 7 Milestones complete			
8.3%	Internal DE JCC Communication Plan Month 9 Milestones complete  Change Management Plan Month 8 Milestones complete	22 working days	August 07	Relevant UNDP authority
8.3%	Internal DE JCC Communication Plan Month 10 Milestones complete  Change Management Plan Month 9 Milestones complete	22 working days	September 07	Relevant UNDP authority

#### IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

Change Management Specialist (CMS) will be in the middle of managing a wide range of activities within the EDGET project. The DET CMS will have the opportunity to play front-line change management across activities within the project, leading JCC internal change and DE socialization activities and providing support on change and DE socialization activities external to JCC (to be led by the DET OCM expert). The DET CMS will also provide support on tracking and reporting on the performance of specific DET initiatives. The DET CMS reports directly to the DET Lead.

#### V. DURATION OF THE WORK

- The expected duration of work is 12 Months expected at 22 working days per/month
- Feedback on reporting will be given within five working days.

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

Candidates will be outstanding individuals with excellent professional and academic credentials. Of particular interest are candidates with experience and skills, including:

##### a. Education:

**Long Term Training:** Master's degree in leadership, management, and its related field of study; Information system and its related field of study; other relevant social and natural science field of studies;

**Short term Training:** - Project Management, Human Relations -Communication and change management, Interpersonal Communication-Cultural Diversity, Entrepreneurship, leadership, and other relevant fields;

**b. Experience:**

- 1-2 years of management experience with evidence of multi-stakeholder management and performance tracking and reporting
- Stakeholder and people management skills with evidence of work with senior management
- Highly collaborative management style and demonstrated success in managing and developing high-performance teams, including a clear passion and talent for training, coaching, and capacity building
- Demonstrated interest and experience in the development sector or public sector
- Well-structured, critical thinker with exceptional ability to communicate clearly and effectively on complex data, IT systems, and analytical topics

**c. Language:**

- Excellent knowledge of Amharic and English, including the ability to set out a coherent argument in presentations and group interactions;
- Capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, project staff)

**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 formulate and promote the value of the digital entrepreneurship transformation;
- Ability to perform a variety of specialized tasks related to Results Management; including support to design, planning and implementation of programme, managing data and reporting;

**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.

**Important Note:**

The Consultant is required to have the abovementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

**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)</b>	<b>70%</b>	100
<ul style="list-style-type: none"> <li><b>Criteria.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization &amp; completeness of the proposal</li> </ul>	<b>70%</b>	70%
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30%
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	<b>100%</b>

## IX. PAYMENT MILESTONES AND AUTHORITY

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	Date "indicative"
1 <sup>st</sup> Installment	Draft Internal DE JCC Communication Plan  Draft JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's  DE Organizational Culture Assessment Approach	October 07
2 <sup>nd</sup> Installment	Final Internal DE JCC Communication Plan  Final JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's  Draft Organizational Culture Assessment	November 07
3 <sup>rd</sup> Installment	Internal DE JCC Communication Plan Month 1 Milestones complete  Training on JCC Operating Model on DE with directorate roles and responsibilities, processes and SLA's completed  Draft Change Management Plan	December 07
4 <sup>th</sup> Installment	DE Organizational Culture Assessment Report  Internal DE JCC Communication Plan Month 2 Milestones complete  Change Management Plan Month 1 Milestones complete	January 07
5 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 3 Milestones complete  Change Management Plan Month 2 Milestones complete	February 07
6 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 4 Milestones complete  Change Management Plan Month 3 Milestones complete	March 07
7 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 5 Milestones complete  Change Management Plan Month 4 Milestones complete	April 07

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Date "indicative"
8 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 6 Milestones complete Change Management Plan Month 5 Milestones complete	May 07
9 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 7 Milestones complete Change Management Plan Month 6 Milestones complete	June 07
10 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 8 Milestones complete Change Management Plan Month 7 Milestones complete	July 07
11 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 9 Milestones complete Change Management Plan Month 8 Milestones complete	August 07
12 <sup>th</sup> Installment	Internal DE JCC Communication Plan Month 10 Milestones complete Change Management Plan Month 9 Milestones complete	September 07

## 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.

Documents to be included when submitting the proposals through E-Tendering System:

Interested individual consultants must upload the following documents/information via e-tendering system to demonstrate their qualifications. Consultants who shall not submit the below-mentioned documents will not be considered for evaluation.

- **Personal CV or P11** indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- **Confirmation of Interest and Availability & Financial Proposal:** Interest and Availability to perform the task and Financial Proposal must be submitted through a standard template uploaded in the e-Tender module.
- **Technical Proposal including:**
  - **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment.
  - **A brief description of the approach to work/work plan** on how he/she will approach and complete the assignment.
  - **Financial Proposal:** As per the template provided.



## **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.

**This TOR is approved by:**

**Name:** Bernard Laurendeau

**Designation:** Team Leader

**Signature:** \_\_\_\_\_

**Date Signed:** 13/08/2021