

**TERMS OF REFERENCE FOR
PROJECT TERMINAL EVALUATION OF
ESTABLISHMENT OF NATIONAL LEADERSHIP INSTITUTE PROJECT**

I. GENERAL INFORMATION

Services/Work Description:	Terminal Evaluation
Project/Program Title:	Establishment of National Leadership Institute Project
Duty Station:	Addis Ababa, with travels to Oromia, Tigray, Ethiopian Somali and Benishangul Gumuz Regional States
Type of the Contract:	National Consultancy Firm
Duration:	30 working days
Expected Start Date:	Immediately after concluding contract agreement

II. BACKGROUND / RATIONALE

Ethiopia is currently undergoing rapid and comprehensive reform and development process. A Civil Service Reform Program has been launched by the Federal Government of Ethiopia in 1994 with the aim to enhance and accelerate public service in the country.

The reform has five subprograms. One of the sub-programs focuses on improving the capacity of leadership supposed to transform services by public and private institutions. As a federal entity the Ethiopian system of governance has multi-level structures of leadership and management and each requires not only strengthening but differentiated initiatives in capacity development. Within the decentralized framework of governance, most public service management functions are performed at local level. Decentralization therefore entails fragmentation of various leadership and management functions with subsequent challenges related to coordination, networking and accountability. Hence, with unbreakable efforts to match the reform process with capacity building efforts for leadership development and convinced that leadership is an essential ingredient of good governance in the public service, the sub-programme targets improving the capacity of the public service that can uphold the objectives of the civil service reform taking place in Ethiopia. Moreover, one of the notable instrumental components crafted in GTPs to realize its objectives is “Building capacity and deepen good governance”, inside which “Improving the capacity of the top leadership” has been anchored. This pillar also extends to the improvement of local governance and to bring about transformational changes that can help leaders to grow and have the capacity to execute with diligence responsibilities envisaged in the plan.

In 2010, the Government of Ethiopia with the support from UNDP and the French Government established the Institute of Leadership and Good Governance (ILG) to function under the auspices of the Ethiopian Civil Service University (ECSU). The institute, with the view of enhancing the public sector leadership at different levels, launched its programme in January 2011 and accepted 67 students in its first intake. Second and third batches admitted 87 and 100 students respectively. At present, a total of 344 students pursue their education in the Institute.

The establishment of the Institute was attached to the project: Establishment of National Leadership Institute (Institute of Leadership and Good Governance) and the project that run from January 2010 to June 2016 through the support of UNDP and French Government.

Key results achieved, but not limited to, during the project period include the production of quality curriculum based on experiences from Thailand, India, France and Syria consisting of Professional and Foundation Modules complimented by internship programmes at Federal and Regional levels; the development of living documents of the Institute such as General Knowledge Book; the establishment and issuance of Leadership for Transformation Journal; revision and updating of the Entrance Exam; and development and updating of cases for Professional Modules.

As of 2015 a total of 344 students graduated with MA Degree in Leadership and Good Governance (37% females).

The project ended as of June 30, 2016. As a final phase of the project, the Ethiopian Civil Service University/ Institute of Leadership and Good Governance wish to secure the services of a professional consulting firm to undertake Terminal Evaluation of the project. This Terms of Reference is developed to guide the exercise through commissioning the task to a professional consulting firm with demonstrated proficiency.

III. OBJECTIVES OF THE SERVICE / WORK

The Terminal Evaluation is aimed at making systematic assessment of the processes and outcomes of the project on their conformity to overall UNDAF objectives (2010-2016) in Leadership Development, on result orientation and contributions to the Civil Service Reform Programme and the functions of federal and regional institutions as beneficiaries of the project in terms of overall capacity built.

The Terminal Evaluation shall be an exercise that calls for the participation of different targeted beneficiaries and stakeholders of the project in a reflective assessment and evaluation process.

The result of the evaluation is expected to identify inputs, directions and recommendations to better accelerate the leadership capacity building in the Civil Service Reform Programme both at federal and region level. Overall, it is assumed that the review process will be an instrument which helps for a compressive and systematic reflection of the project. The exercise will be instrumental since it will highlight what worked well, what didn't work and why. Most importantly the review should draw lessons and best practices, identify key challenges and come up with realistic recommendations.

Responsibilities of the consulting firm, but not limited to, include:

- Desk review of project plans, reports, strategies and program on Leadership Capacity Building;
- Collect and analyze relevant primary and secondary data and background information from documents;
- Engage the Technical and Steering Committee members of the project;
- Undertake field missions to regions to gather information from former graduates, selected Federal and Regional institutions;
- Assess achievements, successes, challenges and draw lessons;

- Draw recommendations based on the review of achievements, successes, challenges, lessons of the project;
- Explore particular contributions of the project to its beneficiaries;
- Explore government contributions towards maximizing the benefits from the project;
- Conduct report validation workshop to gather feedback on the draft report.

IV. SCOPE OF THE SERVICE / WORK

The review will include Regional Public Service & Human Resource Development (Capacity Building) Bureaus and Regional Management Institutions in Addis Ababa, Oromia, Tigray, Benishangul Gumuz and Ethiopian Somali Regional States, former (Alumni) and prospective graduates of the Institute of Leadership and Good Governance should also be considered as potential informants. Involvement of these federal and regional institutions is the core of the evaluation process.

The review should engage the federal institutions such as the Ministry of Public Service and Human Resource Development, Office of the Prime Minister, Ethiopian Civil Service University, Ethiopian Management Institute and other pertinent institutions which will be proposed by the Institute of Leadership and Good Governance of the Ethiopian Civil Service University. The evaluation should seek relevant information from the UNDP and French Government as donor partners of the project.

The review exercise is expected to apply both quantitative and qualitative approach and should start with reviewing policy and strategic documents, plans, reports, manuals, project document, regular reports etc. to learn basically about the project intent, achievements, lessons gained and key challenges. In addition the exercise will include preparation and submission of inception, draft and final reports.

V. EXPECTED OUTPUTS / DELIVERABLES

1. Inception Report with a framework of the review and detailed work plan submitted for approval;
2. Progress Report;
3. Draft Terminal Evaluation Report;
4. Validation workshop that will be held for representatives from all relevant stakeholders;
5. Final Report with forward program issues and recommendations.

The report shall contain (but shall not be limited to) the following parts:

1. **Executive Summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the review;
2. **Introduction and Background** giving a brief overview of the project, for example, the objective and status of activities;
3. **Scope, Objective and Methods** presenting the purpose of the review, the assessment criteria used and questions to be addressed;

4. **Project performance and lessons learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on established good and bad practices. Lessons must have the potential for wider application and use, and the wider context in which lessons may be applied should be specified; providing factual evidence relevant to the questions asked by the reviewer and interpretations of such evidence;
5. **Conclusions.** This section should present a concise synthesis of main findings in the preceding sections of the report and should draw conclusions regarding the relevance and adequacy of the project objectives and design, the efficiency in project execution and effectiveness in reaching the intended objectives (the production of outputs, the probable effects and impact, the sustainability and replicability), strengths and weaknesses of the design and implementation of the project, and the prospects for follow-up. The findings should provide a clear basis for the recommendations which follow;
6. **Recommendations,** The review shall make clear recommendations that primarily aim to enhance the likelihood of project impacts. Recommendations should always be clearly addressed to each one of the concerned parties, i.e. ILG/ECSU, MoPSHRD, French Cooperation Department, UNDP, and other stakeholders as appropriate (example the regions). They should be realistic, specific and stated in operational terms to the extent possible. The Terminal Evaluation may also include a suggested work plan (general guide) to the next phase plan (for beyond July 2016) as an annex and should summarize major changes required in planned inputs and outputs and, if applicable, the outcomes required to meet the objectives;
7. **Annexes** should contain additional documents and probably the proposal for this review mission.

VI. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

The review will focus on both quantitative and qualitative data gathering and will employ the following methodologies

- a. **Desk review** – This will be review of relevant background documents available at ILG/ECSU, UNDP, French Cooperation, and MoPSHRD.
- b. **Focus Group Discussions and Key informant interview** with Government officials at MoPSHRD, ECSU/ILG, French Cooperation and UNDP.
- c. **Validation of the report through stakeholder consultation** - This will possibly be a half-day workshop where findings will be presented by the consultant. Participants should be given the chance to discuss in small groups and reflect on findings of the review, lessons learnt, key challenges and the way forward. Based on recommendations of the review and on national and regional needs in improving the leadership development in the country, the plenary will also discuss and recommend national and regional needs on leadership capacity development. This will feed in identification of tentative areas/pillars of the next programme phase beyond 2016 and possibility for resource mobilization.

VII. PROJECT EVALUATION PARAMETERS

The consulting firm may consider a range of review questions based on the objective as indicated in this ToR. The following questions are also worthy to consider, however he/she does not have to be limited to them).

Relevance:

- Had the Project targeted the most appropriate beneficiaries? Who are the beneficiaries? Was the selection all inclusive?
- To what extent the Project was relevant under the existing socio-economic and political context of Ethiopia?
- To what extent do the overall and specific outcomes contribute towards the attainment of leadership capacity development?
- Were the interventions prioritized by the project relevant?
- Were the graduates of the institute assigned in leadership positions at various levels?

Design:

- Were the Project included appropriate activities towards specified outcomes relevant to the UNDAF?
- How fairly the Project included feasible assumptions and sound analysis of the context?
- Were relevant instruments and tools essential for the Project identified from the very outset of the Project?
- How were Project beneficiaries recruited?

Efficiency:

- How efficient was the project in terms of proper resource utilization, delivery and timeliness?
- Was the Project participatory in all its aspects?
- How was the overall partnership between UNDP, ECSU/ILG, MoPSHRD, the French Cooperation and other relevant stakeholders? And how does this impact efficiency? (positive or negative)
- How was the Project managed to achieve agreed results?
- Was the management arrangement sound/ Did it include various stakeholders? If so, how did this facilitate efficiency and result orientation of the Project?

Sustainability:

- Is there a system developed by the ESCU/ILG (government) to keep the development of leadership capacity?
- How is the level of continuation of commitment, readiness and utilization of created functional capacity for leadership development?
- Are there new initiatives caused by the project?

Result/Effectiveness:

- What were the core results attained by the project? Had the project contributed for the overall improvement of the Public Service in Leadership capacity building?
- What have been changed as a result of the introduction and implementation of this Project?
- What are the major changes brought about by the Project?
- What lessons were learnt and best practices registered by the Project?
- What worked well, why?
- What didn't work well, why?
- Results and areas registered apart from the expected outcomes/outputs?

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

The review will include travel to Regional Public Service & Human Resource Development (Capacity Building) Bureaus and Regional Management Institutions in Addis Ababa, Oromia, Tigray, Benishangul Gumuz and Ethiopian Somali Regional States. It should also engage federal institutions such as the Ministry of Public Service and Human Resource Development, Office of the Prime Minister, Ethiopian Civil Service University, Ethiopian Management Institute, UNDP and the French Embassy as donor partners of the project.

No.	Deliverables	Location and Action to be Undertaken	Duration (approx.)
1	Inception Report	Addis Ababa	5 working days
2	Draft report	Addis Ababa following field work in the regions mentioned	20 working days
3	Validation workshop	Addis Ababa	1 working days
4	Final report	Addis Ababa	4 working days
Total Working Days			30 working days

IX. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- The consulting firm will work in close collaboration and will report to ECSU/ILG and UNDP;
- ESCU/ILG and UNDP will jointly be responsible for ensuring quality assurance and act as reference group for this particular exercise;
- The firm will share progress reports fortnightly. It has to hold weekly meetings with the Reference Group that oversees the work. The Reference Group is comprised of representatives from UNDP, ILG and ECSU, and will provide overall guidance and quality assurance;
- The consulting firm will be based in Addis Ababa. However will be required to travel to selected regions and project sites to conduct stakeholder consultations and meetings;
- It will work closely with ILG, ECSU and UNDP CO and other key stakeholder to assess project performance, key challenges and to come up with appropriate recommendations;

- It will be supported by UNDP Project Officer based in the MoPSHRD/ILG and program staff of Governance & Capacity Development Unit of UNDP;
- The firm will be responsible for overall delivery of the service as per the details included in this ToR;
- UNDP- Ethiopia will be in charge of the recruitment and payment to the consulting firm;
- The duration of the consultancy service will be for a maximum of 30 working days.

X. PAYMENT MILESTONES AND AUTHORITY

The prospective consulting firm will indicate the cost of services for each deliverable in **Ethiopian Birr all-Inclusive¹ lump sum contract amount** when applying for this consultancy. The consulting firm will be paid based on the effective UN exchange rate and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consulting firm shall receive its 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	Approval should be Obtained	Percentage of Payment
1 st Installment	Completion of deliverables 1 & 2 and approval of Inception Report, Work Plan and Progress Reports	By UNDP and ECSU/ILG	20%
2 nd Installment	Completion of deliverables 3, 4 and approval of Draft Report and Validation Minutes	By UNDP and ECSU/ILG	40%
3 rd Installment	Submission of Final Report and up on endorsement by ECSU	By UNDP and ECSU/ILG	40%

XI. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

11.1 Minimum Organization Requirements

- Good track of record of evaluation/review of projects is a prerequisite;
- Capability to deploy strong team with analytical aptitude, communication and presentation expertise preferably having prior working engagements with the non-for-profit sector and UN agencies
- It must have at least 10 years of practical experience in project evaluation preferably in leadership capacity development and or educational leadership
- Knowledge of public service and human devilment engagements

¹ 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

- Access to stakeholders and relevant information sources, especially in the selected regions for this exercise.
- Experience working with UN or other international organizations beneficial.
- Capability to deploy a multi-disciplinary team with good communication expertise in English,
- It shall demonstrate its capabilities, understanding of the TOR

Experience:

- Minimum of 10 years of demonstrable experience and knowledge in the field of leadership development, modern leadership and management theory and practice;
- Track record/experience in institutional capacity development and review of similar projects,
- Experience in working in the relevant field in Ethiopia;
- Knowledge and research experience on leadership capacity development;
- Good track of record in evaluation, review of projects;
- Demonstrated ability to work in an independent manner;
- Knowledge about bilateral technical cooperation and the UN development priorities and frameworks

11.2 Task Manager/team Leader

- Advanced degree in Management, Leadership, Governance, Law, Regional and Local Development Studies or related social science disciplines.
- Minimum of 10 years experience in project evaluation in Leadership Capacity Development, Governance, Law, Regional and Local Development Studies and/or Evaluation
- Ability to undertake technical policy-focused research related to Civil Service Programme and strategies and other relevant civil service policies
- Knowledge about Growth and Transformation Plan
- Experience in the evaluation of leadership capacity development projects and knowledge of UNDP activities in capacity building is an asset
- Ability to provide general leadership and direction to the study/research analysis and report writing;
- Strong organizational skills and strong communication skills;
 - Fluency in written and spoken English is required.
 - Strong presentation and facilitation skills;

11.3. Team Members

- Advanced degree in Leadership, Governance, Social Anthropology, Gender Studies, Leadership Law, Regional and Local Development Studies and/or other related social science disciplines.
- Minimum of 7 years experience in project evaluation

- Knowledge about government Civil Service and Growth and Transformation Plan
- Experience in the evaluation of projects
- Fluency in written and spoken English is required.

XII. TIMEFRAME

The following tentative time frame shall guide the implementation of the review.

Activity	Weeks			
	1	2	3	4
Desk review and Inception Report	XX			
Fieldwork and data gathering		XX	XX	
Preliminary Draft report			XX	
Stakeholders’ workshop				XX
Final report				XX

XIII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested consulting firms with renewed license and TIN must submit the following documents/information to demonstrate their qualifications:

1. Technical Proposal explaining why the applicant/s is the most suitable candidate for the work and providing a brief methodology on how they will approach and conduct the work (including a break-down of working days). The consultancy will be conducted with 35 calendar days. The applicant/s has to attach CVs of experts including past experience in similar projects and at least 3 references;
2. Financial proposal (including professional fees and travel costs).

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly; your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows:

Proposed Table of Contents	Page
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TECHNICAL PROPOSAL COVER PAGES

- Cover Page (use the template hereto)
- Cover Letter (use the template hereto)
- Statement of Declaration (use the template hereto)

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 CV

Documentation Checklist (please refer to the checklist attached hereto)

XIV. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS

- The consulting firm needs to apply standard ethical principles during the course of the evaluation. Some of these has to deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- The consulting firm 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 and the ECSU/ILG.

XV. ANNEXES TO THE ToR

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

XVII. PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Upon the advertisement of the Procurement Notice, qualified consulting firm is expected to submit both the Technical and Financial Proposals. Accordingly; the firms 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%**

XVI. HOW TO APPLY

Interested consulting firms with required qualification and experience must submit the following documents/information to demonstrate their qualifications:

- Technical Proposal explaining why the applicant/s is the most suitable candidate for the work and providing a brief methodology on how he/she will approach and conduct the work (including a break-down of working days). The consultancy will be conducted within 35 days;
- The applicant/s has to attach CV including past experience in similar projects and indicating at least 3 references; Financial proposal (including professional fees and travel costs), separate from the Technical Proposal. Application procedures can be down-loaded from UNDP web-site.