



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

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Recruitment of National Consultant to Conduct Terminal Evaluation of Advanced Leadership Project
<b>Project/Program Title:</b>	Advanced Leadership Project
<b>Consultant Level:</b>	Individual Consultant
<b>Duty Station:</b>	Addis Ababa with travels to selected regional capitals (Tigray, Amhara, Dire Dawa, Semera, Gambella)
<b>Duration:</b>	20 working days
<b>Expected Start Date:</b>	Immediately after concluding contract agreement

### I. BACKGROUND /PROJECT DESCRIPTION

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 sub programs. 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 the context of fast changing global policy on aid and trade and the growing globalization, multilateralism, bilateralism, economic relations and system within the framework of WTO, regional and sub-regional groupings demand improved foreign policy directions, and trade negotiation skills linked to the implementation of the

national vision to ensure sustained economic growth and development. Within this context, the Advanced Leadership Initiative was developed within the framework of the GoE/UNDP Capacity Development for Coordination and Implementation Programme to equip policy makers and leaders at Federal and Regional levels with strategic knowledge, best practices and partnerships enabling acceleration in development transformation in line with the country's vision and ambitious targets. The initiative envisioned that senior officials in the various sectors will contribute to a dynamic policy environment that seeks to take maximum advantage of new knowledge, international best practices and know how on successful transformation process. The project prioritized policy makers in line ministries, regional leaders and diplomats is crucial in this process and are therefore specifically targeted by this initiative.

Following guidance and delegation given to UNDP by the Government, UNDP has entered an agreement with three notable institutions namely: Korean Institute of Public Administration, Lee Kuan Yew School of Public Policy and East and South African Management Institute to deliver high level training.

The Ministry of Public Service and Human Resource Development and UNDP organized seven sets of training with Lee Kuan Yew School of Public Policy, Korean Institute of Public Administration(KIPA)and Eastern and Southern Africa Management Institute (ESAMI) for Ministers, State Ministers, Member of Parliaments, Directors and Regional Bureau Heads on:

1. Climate Resilient Green Growth Development
2. Accelerating Economic Development and Transformation
3. Public Service and Policy Management
4. Public Sector Management
5. Public Private Partnership(PPP)
6. Urban and Regional Development Strategies & Planning Approaches
7. External Sector Management and Export Competitiveness

The project ended as of December 31, 2016, and as a final phase of the project, the Ministry of Public Service and Human Resource Development and UNDP wish to secure the services of a professional consultant to undertake Terminal Evaluation of the project. This Terms of Reference is developed to guide the exercise through commissioning the task to a professional consultant with demonstrated proficiency.

## **II. DESCRIPTION OF THE ASSIGNMENT/PURPOSE OF THE REVIEW**

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 for the re-development of the project.

The project is designed with UNDAF Outcomes which states that by 2015, capacities of national, local and community institutions strengthened for evidence based planning, implementation, monitoring and evaluation, leadership and decision making. The project's expected output states that national leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans. A Reference Group comprised of representatives from UNDP and MoPSHRD will provide overall guidance and quality assurance.

### **III. SCOPE**

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.

The review should engage the federal institutions such as the Ministry of Public Service and Human Resource Development, Office of the Prime Minister, Ministry of Finance and Economic Cooperation and other pertinent institutions which will be proposed by the Ministry of Public Service and Human Resource Development. The evaluation should seek relevant information from the UNDP as donor of the project. Participation of selected Regional Bureaus from 1 city Administration and four Regional States should also be considered as potential informants. Participation of these Federal and Regional institutions is the core of the evaluation process.

### **IV. RESPONSIBILITIES**

The following detailed roles and responsibilities of the consultant. These are essential steps, but not limited, to be undertaken by the review:

- Desk review of project plans, Training reports, strategies and program on Leadership Capacity Building, Synthesis report;
- Collect and analyze relevant primary and secondary data and background information from documents;
- Engage the Steering Committee members of the project;
- Undertake field missions to regions to gather information from former trainees, selected Federal and Regional institutions;
- Assess achievements, successes, challenges and draw lessons;
- Draw recommendations for the re-development of the project based on the review of achievements, successes, challenges, lessons of the project;
- Explore contributions of the project to its beneficiaries;
- Explore government contributions towards maximizing the benefits from the project.

### **V. REVIEW QUESTIONS**

The consultant 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?
- To what extent is the project relevant to national priority?

**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 the trainees of the initiative recruited?
- Were the project objectives and components clear, practical and feasible?
- Were project partnership arrangements properly identified and roles and responsibilities negotiated ahead of project approval?

**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, MoPSHRD, MoFEC 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?

**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?

**VI. METHODOLOGY**

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

- **Desk Review**-The consultant will review relevant documents available at UNDP, and MoPSHRD.
- **Key informant interview** with Government officials at MoPSHRD, Prime Minister's Office, MoFEC, and UNDP.

**VII. 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. 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. MoPSHRD, UNDP, and regional stakeholders as appropriate. The recommendations 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.

#### **VIII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS AND DURATION**

- The consultant will work in close collaboration and will report to MoPSHRD and UNDP;
- The consultant will share progress reports fortnightly to the Reference Group that over sees the work.
- The consultant 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 MoPSHRD 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 program staff of Governance & Capacity Development Unit of UNDP;
- It will be responsible for overall delivery of the service as per the details included in this ToR;
- UNDP- Ethiopia will oversee the recruitment and payment of the consultant fee;
- The duration of the consultancy service will be for a maximum of 35 working days.

#### **IX. 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

## X. QUALIFICATIONSOFTHE SUCCESSFUL CONTRACTOR

### Education:

- Good track of record of evaluation/review of projects is a prerequisite;
- Advanced degree in Management, Leadership, Governance, Law, Regional and Local Development Studies or related social science disciplines.

### Experience:

- Minimum of 10 years of demonstrable experience and knowledge in the field of public administration, organizational development, leadership development, modern leadership and management theory and practice;
- Experience in working in the relevant field in Ethiopia;
- Knowledge and research experience on executive education, leadership capacity development;
- Considerable experience (minimum five years) in research, monitoring and review of preferably leadership development, decentralization, development projects;
- Good track of record in evaluation, review of projects;
- Extensive experience with project development, implementation and/or management (direct project formulation experience);
- Demonstrated ability to work in an independent manner;
- Good command of English both oral and written communication;

### Compliance of the UN Core Values:

- 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; and
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

## XI. CRITERIA FOR SELECTION

Upon the advertisement of the Procurement Notice, qualified consultant is expected to submit both the Technical and Financial Proposals. Accordingly; the 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.
<b>Point Technical Competence (based on CV, proposal &amp; Interview (if required))</b>	<b>70%</b>	<b>100</b>
• <b>Criteria a.</b> Minimum educational background		10
• <b>Criteria b.</b> Experience in similar projects and contracts		25
• <b>Criteria c.</b> Understanding the Scope of Work and Methodology		50
• <b>Criteria d.</b> Analytical and Communication Skills		15
<b>Financial (Lower Offer/Offer *100)</b>	<b>30%</b>	<b>30</b>
<b>Total Score= Technical Score *70% + Financial Score * 30%</b>		

## **XII. PAYMENT MILESTONES AND AUTHORITY**

The prospective consultant will indicate the cost of services for each deliverable in **Ethiopian Birr All-Inclusive<sup>1</sup> lump sum contract amount** when applying for this consultancy. The consultant will be paid based on the effective UN exchange rate and only after approving authority confirms the successful completion of each deliverable as stipulated here under.

The qualified consultant shall receive lump-sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

<b>Instalment of Payment/Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be Obtained</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Instalment	Completion of deliverables 1 & 2 and approval of Inception Report, Work Plan and Progress Reports	UNDP and MoPSHRD	20%
2 <sup>nd</sup> Instalment	Completion of deliverables 3, 4 and approval of Draft Report and Validation Minutes	UNDP and MoPSHRD	40%
3 <sup>rd</sup> Instalment	Submission of Final Report and up on endorsement by MoPSHRD	UNDP and MoPSHRD	40%

## **XIII. 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.

## **XIV. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS**

- The consultant needs to apply standard ethical principles during the evaluation. Some of these should deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- The 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 and the MoPSHRD.

## **XV. 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.

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<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