MID-TERM REVIEW

NATIONAL LEADERSHIP INSTITUTE

TERMS OF REFERENCE

Addis Ababa
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1.0 BACKGROUND AND CONTEXT

Ethiopia is currently undergoing rapid and comprehensive reform and development process. Since 1994, a Civil Service Reform Program has been launched by the Federal Government of Ethiopia. The reform has five subprograms. One of the sub-programs focuses on improving the capacity of the top leadership in the public and private sector. The main purpose of the sub-program is to build capacity of leadership and bring about efficient and effective leaders.

In the light of the civil service reforms taking place in Ethiopia, there is a need to match the reform process with capacity building efforts for leadership development. Leadership is an essential ingredient of good governance in the public service. 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.

In 2010, the Government of Ethiopia with the support from UNDP and the French Government established the Institute of Leadership and Good Governance (ILG) hosted by the Ethiopian Civil Service University (ECSU) with the view of enhancing the public sector leadership at different levels. ILG 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 254 students follow their education in the Institute. The first batch will graduate in February 2013.
The Ethiopian Civil Service University/ Institute of Leadership and Good Governance and UNDP-Ethiopia wish to secure the services of a consulting firm to undertake mid-term review of the Leadership Development project implemented by the Ethiopian Civil Service University. This Terms of Reference is developed to guide the exercise through commissioning the task to a firm with demonstrated proficiency.

2.0 EVALUATION PURPOSE

The Mid-term review shall be a process that calls for the participation of different targeted beneficiaries and stakeholders of the project in a reflective assessment and evaluation process. The result of this process is expected to culminate in finding new inputs that help for possible redevelopment and redesign of the project by revisiting some of the elements in it. Overall it is assumed that the review process will be an excellent project instrument which helps for a compressive and systematic reflection of the project. The process is instrumental since it highlights the achievements and it forwards recommendations from everyone involved towards an enhanced future of the project.

3.0 EVALUATION SCOPE AND OBJECTIVES

The following detailed roles and responsibilities of the consulting firm are essential steps, but not limited, to undertake the review process.

- Collect and analyze relevant data and background information on Leadership Development project through Desk review and interviews;
- Undertake research and prepare a background report on Government strategies and program on Leadership Development;
- Assess achievements, successes, challenges, lessons of the Leadership Development project;
- Draw up recommendations based on the review of achievements, successes, challenges, lessons of the Leadership Development Project;
- Based on the review, propose and develop an extension plan for extension of the project;
- Undertake field assessment missions to the project sites to gather information from local project sites and exploring the particular contributions of the program to its
beneficiaries. It is an essential step since the opinion of the regional and federal states and their participation is at the core of the review session.

- Conduct report validation workshop to gather feedback on the draft report.

4.0 METHOD

- Desk review- The team will review relevant documents available at ILG, ECSU, UNDP and French Cooperation Department.
- Key informant interview with Government officials at Ministry of Civil Service, Ethiopian Civil Service University, Institute of Leadership, Good Governance levels and members of the Project Steering Committee and Technical Committee.
- Field work – the team will identify project sites possibly a mix of random sites and sites with best practice.
- Validation of the report through stakeholder consultation. This will possibly be a one-day workshop where findings are presented by the assessment team. Participants are then given the chance to discuss on small groups about their reflections on the report findings. Then there will be a chance for discussion in the plenary. The next half a day will be a plenary discussion facilitated by the lead consultant and UNDP representative on how to enhance the program. The discussion will focus on National and Regional needs on Leadership Development, how to enhance UNDP participation, particular focus areas and recommended approaches.

5.0 EXPECTED OUTPUTS/DELIVERABLES

- Inception Report with a framework of the review and detailed work plan submitted for approval
- Draft Report
- 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. UNDP, ILG, ECSU, MCS and other stakeholders as appropriate (example the regions and the French Cooperation Department). They should be realistic, specific and stated in operational terms to the extent possible. The mid-term review may also include a suggested work plan (general guide) to the next phase plan (for beyond July 2013) 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.

6.0 **WORKING ARRANGEMENTS**

The consulting firm will work in close collaboration with the ILG. It will report to ILG and UNDP. The firm will submit Monthly progress reports; hold weekly consultative meetings.
7.0 QUALIFICATIONS AND EXPERIENCE REQUIRED

Good track of record in evaluation, review of projects. The team of consultants should comprise a Team Leader and other members with the following qualifications.

- Advanced degree in Management, Transformational Leadership, Governance Law, Regional and Local Development Studies or related social since disciplines;
- Solid experience (minimum five years) in evaluation, research in the area of leadership development, management, decentralization and development projects;
- Excellent language and report writing skills in English

8.0 HOW TO APPLY

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

1. Technical Proposal explaining why the firm 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 60 days. The firm has to attach CVs of experts including past experience in similar projects and at least 3 references.

2. Financial proposal (including professional fee as lump sum per day and travel costs)

9.0 CONFIDENTIALITY, ETHICAL CONSIDERATIONS AND PROPRIETARY INTEREST

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 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 ILG. The evaluation team needs to apply standard ethical principles during the course of the evaluation.
10.0 IMPLEMENTATION ARRANGEMENTS

The consulting firm will work in close collaboration with the ILG. It will report to ILG and UNDP. The firm will submit progress reports fortnightly; hold weekly consultative meetings as much as situations allow.

11.0 TIME FRAME

The following tentative time frame shall guide the implementation of the review within 5 weeks starting in February 2013.

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<th>Activity</th>
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<td>Desk review</td>
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<td>Fieldwork</td>
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<td>Draft report</td>
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<td>Stakeholders’ workshop</td>
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