

Supporting the Ministry of Local Development in Decentralization and Integrated Local Development with special emphasis on Upper Egypt Project

Terms of Reference (TOR)

For

Sakkara Training Center Reform Consultant

Project Background

The project titled 'Supporting the Ministry of Local Development in Decentralization and Integrated Local Development with Special Emphasis on Upper Egypt' aims to support the Ministry of Local Development (MoLD), in collaboration with the United Nations Development Programme (UNDP), in being capable of achieving its core mandates, particularly creating a modernized and decentralized local administration system at the central and local levels in selected governorates, which adheres to good governance, whose function is to support and promote integrated local development through upholding excellence in local public services delivery and promoting local economic and social development.

Developing and rebuilding central and local institutional capacity is core not only for implementing decentralization, but also to achieving the ultimate objective of local development as represented in Local Economic Development (LED) and provision of improved services and infrastructure. Creating productive employment opportunities in each locality that caters to all requires effective and practical yet a strategic framework for economic development, including targeted public investment in infrastructure, development of human capabilities, active promotion of innovation and entrepreneurship, and alignment with national policies for trade, investment and the like. Moreover, enhancing public service delivery systems increase citizen satisfaction with government performance, particularly when adhering to good governance.

Objective:

Sakkara Training Center is a pivotal institutional actor in training local administration staff and building their capacities to enable them to perform their mandates and responsibilities. In 2014, the Local Administration Reform Unit (LARU) at the Ministry of Local Development carried out a number of reforms targeting the Center's institutional development, capacity building and developing the nature of the trainings it hosted. LARU succeeded in preparing a plan for the development of the Training Center, which was based on an institutional assessment study and extensive review of international best practices of similar training centers of local government employees. However, over the past years changing priorities for areas of reform and the developmental interventions targeting Sakkara Training Center were inconsistent or interrupted. The expected issuance of the New Local Administration proposes a new institutional arrangement for Sakkara Training Center and mandates a full-fledged academy for local administration. In accordance, upgrading and developing the Center is a priority on the minister's agenda to enable it to unleash its potential as a professional training center for local administration and later on transforming it to an academy. Currently, there are numerous interventions targeting the development of Sakkara Training Center in terms of physical and infrastructure upgrade, technical support in curricula & training material development support, training program development, etc. As part of its role, the Project supports the Ministry in this important undertaking by commissioning this consultancy mission.

Scope of Work and Tasks

The consultant is expected to support the Ministry in reforming Sakkara Training Center into a professional training center for local administration that is able to undertake its mandates, responsibilities, and duties and be institutionally prepared to be transformed to a local administration academy. He/she shall work closely with the Training Center's leadership, departments, and relevant stakeholders to the Center as well as relevant actors from the Ministry of Local Development to fulfill this mission, through the coordination and guidance of the project team.

The Consultant is expected to carry out the following tasks and responsibilities:

- Provide a comprehensive study of the main policy alternatives towards the development of the Training Center through mapping out the main strategic orientations (which are: (a) developing Sakkara as a professional training center to be transformed later to an academy, and (b) preparing for the transformation of Sakkara to an academy straight away) and the respective scenarios for the implementation of each suggested alternative.
- Consolidate a development/ reform framework for Sakkara Training Center that merges the current efforts and identify the remaining gaps as potential areas of interventions of UNDP Project.
- Conduct need assessment\study that covers governance and management arrangements, applicable business model, physical upgrade, technical and operational aspects for the transformation process.
- Carry out a study on different national and international models for institutions mandated with capacity building of the local administration staff and recommend applicable model for the Egyptian context
- Map out and coordinate existing efforts for the development of Sakkara and integrate the development reforms led by the Project.
- Participate as needed/requested in the efforts led by the project for reviewing / developing Sakkara Training Center transformation plan.
- Ensure the engagement and buy-in of the Ministry's and Center's leadership and other relevant stakeholders to the proposed reforms.
- Support Sakkara leadership in management/operations domains that include but not confined to reviewing the Center's vision in light of the overall Ministry's guidelines, the Center's strategic plan, training programs and design, budget allocation, training platforms development etc.
- Submit monthly report on the progress undertaken and the potential challenges faced.

Deliverables:

The Consultant is expected to deliver the following:

Deliverable 1: A comprehensive study of the main policy alternatives towards the development of the Training Center and recommended policy alternative with the scenarios based on the current status of Sakkara in terms of governance and management arrangements, existing business model, etc.

Deliverable 2: Development/ reform framework identifying the existing interventions currently taking place in Sakkara and highlighting the potential gaps.

Deliverable 3: Interim report on the progress on technical aspects and coordination efforts in relation to the current development interventions carried out by existing players that currently include but not confined to (Egyptian Knowledge Bank, National Training Academy, Housing & Development Bank) Detailed implementation plan of the selected alternative for the development of Sakkara Training Center.

Deliverable 4: Final report summarizing the development and the cost estimates for the expected UNDP project in terms of Sakkara Training Center Reform, the process and methodologies of conducting the consultancy mission, the challenges faced and description of outcomes. The consultant shall also provide in the report (or annexed to it) any documents, information or contacts that he/she comes across at the local and central level while conducting the consultancy mission.

** All deliverables are to be submitted in the Arabic language with summaries in English.

Data Provision:

- Collection of data / information required is the responsibility of the consultant
- The consultant is expected to have frequent meetings in Sakkara Training Center and in the Ministry of Local Development
- If needed, the project can support the consultant to facilitate the data collection from the counterparts

Duration of the Assignment

The consultancy mission shall start in 12th of August and shall be concluded in 15th of December (up to 48 working days to be carried out in 4 months).

Milestones

There will be a kick-off meeting with the selected consultant to agree on the methodological approach & all arrangements with the Senior Program Advisor and Project Team.

Management of Consultancy Mission and Reporting

The consultant shall report to the Senior Advisor of the program and his/her work will be facilitated and closely monitored by the program officer.

Scope of Fees & Schedule of Payments:

The contract is a lump-sum fixed output – based price.

<u>SN#</u>	<u>Deliverabl</u>	<u>Due Date</u>	<u>Payment</u>
1	A comprehensive study of the main policy alternatives towards the development of the Training Center and recommended policy alternative with the scenarios based on the current status of Sakkara in terms of governance and management arrangements, existing business model, etc.	15 th of September	25%
2	Development/ reform framework identifying the existing interventions currently taking place in Sakkara and highlighting the potential gaps.	15 th of October	25%

3	Interim report on the progress on technical aspects and coordination efforts in relation to the current development interventions carried out by existing players that currently include but not confined to (Egyptian Knowledge Bank, National Training Academy, Housing & Development Bank) Detailed implementation plan of the selected alternative for the development of Sakkara Training Center.	15 th of November	25%
4	Final report summarizing the development and the cost estimates for the expected UNDP project in terms of Sakkara Training Center Reform, the process and methodologies of conducting the consultancy mission, the challenges faced and description of outcomes. The consultant shall also provide in the report (or annexed to it) any documents, information or contacts that he/she comes across at the local and central level while conducting the consultancy mission.	15 th of December	25%

Qualifications and Experience

The consultant should have the minimum of the following qualifications and skills:

- A high degree from a recognized university in public administration or relevant fields;
- At least 10 years of experience in public administration reform or similar fields;
- Experience of dealing with public and local administration;
- Appropriate experience working with government structures at all administrative levels
- Knowledge of analytical capacity for determining mitigation options for decision making
- Outstanding knowledge of public & local administration laws and institutional regulations
- Outstanding experience in capacity building & training institution design and development
- High communication and moderation skills;
- Strong reporting and report-writing skills in Arabic and English;
- Independent, well-organized, responsive and respects timeframes.

Application Process:

Proposals to be submitted by national experts including technical (methodology, approach, etc.) and financial offers as well as an updated CV.

The technical offer includes a proposed methodology and approach to the desired task.

The financial offer should be a **lump-sum figure** covering all expenses. The Consultant will indicate in her/his proposal a clear timetable work plan of each deliverable, and number of anticipated working days.

The consultant should provide a certificate of good health and a proof of valid medical insurance as per Covid-19 Consultant hiring updates. Applications to be sent in soft copies (**PDF format**) to the following email: Ldarwish@nationaldsu.gov.eg maximum by Thursday 6th of August 2020.

Evaluation

Cumulative analysis:

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as: a) responsive/compliant/acceptable, and b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; 70% * Financial Criteria weight; 30% Only candidates obtaining a minimum of 49 point would be considered for the Financial Evaluation

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70 points
• Consultant Experience	40%	28 points
• Proposed Methodology	60%	42 points
<u>Financial</u>	30%	30 points