TERMS OF REFERENCE

HESPI Program Management Manual

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March 2024, Addis Ababa, Ethiopia

1. Background

The Horn Economic and Social Policy Institute (HESPI) is a research organization and Policy Think Tank established in 2006 to promote high-quality socio-economic policy research and analysis, advisory services and capacity building to assist the governments, private sector and other stakeholders of the IGAD member countries[1] and Africa at large.

As a reputable home-grown organization, the Institute recognizes that to realize its ambitious programmatic and operational goals, it requires robust Program Management System which in turn will help its program delivery and impact monitoring.

HESPI's research and institutional capacity building portfolio at HQ and country levels are apportioned into distinct programs and projects. As projects inherently have a narrow and defined scope, focusing on specific deliverables, HESPI prefers to bundle its portfolio into programmatic units as this has broader and more complex scope, encompassing multiple related projects and initiatives. The research and capacity building projects, which usually are short-term and temporary with a defined start and end date, will be subsumed into programmatic units. This programming culture and future ambition of the Institute requires proper program management function and tools to ensure the right programmatic objectives, outcomes are set, achieved, and measurable impacts are realized for its interventions in the region.

HESPI recognizes that the fact that risks of poor program performance – reduced impact, fraud, reputational damage, lost opportunity – are important issues to consider while managing programs of various size and nature. HESPI believes that good program management saves time and increases impact and accountability. It can also reduce costly mid-implementation "fixes" and can help easily quantify our accountability to communities, donors and other stakeholders.

Thus, the Program Management Manual (PMM) is a tool that will help's program management team as a reference source and a guide for managing the various research and institutional capacity building interventions. The manual is believed to contain a checklist to consider at every stage of an intervention from inception to closure, and gives guidance on important topics such as Indicator Tracking, M&E, & resources management.

The manual will present in a single document the procedures to be applied by all parties involved in the Project/Program management in order to ensure the quality of the services to be rendered

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[1] Current Intergovernmental Authority on Development (IGAD) member countries are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Uganda

and to define the responsibility and authority of all key actors within the project organization. The manual will also help to solidify the HESPI programmatic lines such as (i) institutional capacity building on PFM (ii) Research program on Economic growth and Macro-economic performance (iii) Policy Research Work on Environmental Sustainability (v) Social development, protection and governance (vi) Trade and Regional Economic Integration, and (vii) financial inclusion.

This TOR is therefore prepared to outline the objectives, scope of activities, methodologies to be employed and required qualification to prepare the manual.

2.Objectives:

The primary objective of this assignment is to prepare a Program Management Manual to guide the development and management of HESPI programs.

The Manual will:

- Be instrumental to ensure strategic alignment of projects, programs, activities with the HESPI new Five-Year Strategy (2024-28). The new strategy underlines the need for increased focus, synergy and cooperation of programs.
- Reference document to ensure programmatic coordination within and without
- Important factor in supporting transformational change under the SALCA program
- Provide standardized guidance for the life cycle of the various HESPI interventions (projects & programs)
- Outline the governance controls for the program
- Provide tools and templates to support the planning and monitoring of interventions
- Be a repository of program management knowledge to be continually refined as lessons are learned from the implementation of various projects, stream and tasks.
- Present in a single document the procedures to be applied by the project/program management team of HESPI in order to ensure the quality of the services to be rendered and to define the responsibility of all key actors.

3. Scope of work:

The consultant is expected to perform the following tasks under this assignment:

3.1 Conduct assessment of program/Project management practices of HESPI to understand the culture, gaps, needs and opportunities for effective program/project management

- Assess and understand how *initiation* of the HESPI interventions are made as a starting point of a program life cycle; understand how and how business need and objectives of the intervention are described and approval is obtained to proceed

- Assess and understand how intervention *planning* is made within the HESPI organizational system. Know how program definition (goal setting, deliverables, required resources, budget and timeline) are made?

- Understand how project/program *execution* is made – how the plans are implemented and the program outputs are delivered

- Assess and understand how program *monitoring, controlling and evaluation* is made. HESPI's practice of regularly monitoring progress, control of risks, making of adjustments to ensure that the program stays on track to meet its goals.

- Assess how interventions *closure* is made within HESPI. Take account of how project/programs are closed, how results are documented

3.2 Develop a program management manual/guideline that clearly outlines:

- The background, the drive and purpose of the Manual within the HESPI organizational context- in reference to operational requirement and a tool to program the strategic plan
- Provide the program lifecycle and minimum standards checklist (definition of the program cycle phases, minimum standard and available or envisaged resources)
- Define and explain the program identification and design phase (new programs formulation, ideas soundness, funding opportunities, intervention logic, proposal development, etc.)
- Define and elaborate the project/program setup and planning phase (work plan, stakeholder management plan, team requirement, work breakdown structure, budget flow plan, program schedule, etc.)
- Explain the program implementation phase (launching or kick-off, implementation management, tracking and adjustment, managed human resources, etc.)
- Describe the Monitoring and Evaluation phase (M&E in program design and planning, setting and tracking key indicators during implementation, evaluating results, and documenting lessons learnt, etc.)
- Explain program and project completion procedures and requirements (recording of results, meeting donor requirements, financial and audit requirements, transition plan or exist strategy, etc.)

3.3 Train relevant staff members on PMM usage

- Conducting a skills audit of the HESPI team in program/project management.
- Prepare a training module/tailored curriculum based on identified critical capacity gaps of program management.
- Provide hands-on training for relevant HESPI staff members from the Nairobi and Addis Ababa offices in reference to the HESPI/IGAD context and also share international best practices.
- Introduce digitized program management systems (software) and train staff on application of the digital tools
- Sharing training/reference materials on Program Management with the trainees and for the Institute's repository

4. Methodology:

The assignment will be conducted using various methods such as but not limited to:

4.1 Conduct desk review of relevant documents including HESPI's exiting Strategy and project documents (proposals, periodic reports, Mid Term Review reports, Terminal reports, etc), operational and corporate policy documents, donor requirements

4.2 Conduct interviews with HESPI staff (HQ & regional offices), and with identified partners and other relevant stakeholders on matters related to HESPI Program/project Management culture and practices

4.3 Review standard program management documents or guidelines (both digital and non-digital) to distil the most fitting guideline for knowledge generating and disseminating organization like HESPI

4.4 Write-up the PMM and pass through an iterative review process among the HESPI staff and partners to gather comments, observations and additions to enrich the manual and to make it more useable.

4.5 Validate the manual in a participatory session (in-person and virtual hybrid session) and incorporate comments and produced advanced version

4.6 Assess the Program management skills and knowledge gaps among the HESPI team

4.7 Prepare user-friendly training materials and train relevant staff of HESPI on standard best practices of Program Management (combination of digital hands-on training and conceptual understanding)

4.8 Provide reference materials that can continually build staff skills and knowledge on Program Management tenets and practices

4.9 Use other methodologies as deemed appropriate.

5. Key Deliverables

At the end of the assignment, the following deliverables are expected:

5.1 An inception report detailing the approach/methodology that the consultant will follow in developing the PMM and training HESPI staff members
5.2 Draft an PMM and staff training modules
5.3 Organize a workshop to discuss elements of the PMM; and for staff training needs assessment on program management
5.4 Organize a workshop to review and validate the draft outputs
5.5 Incorporate all comments from the review process; and produce final updated PMM
5.6 Conduct training on Program Management for selected HESPI staff
5.7 Develop and share standard training and reference materials on Program Management

6. Desired Qualification, Experience and Competencies of the consultant

Qualification:
An advanced university degree (Master's Degree, or PhD) in business administration, Project Managament, management, economics, development studies, M&E or related fields is required.

Successful completion of both degree and non-degree programs in data analytics, business analytics or data science programs is an advantage.

Work Experience:

- A minimum of Ten years of progressively responsible experience in project or program management, data analytics, administration or related area is required.
- Demonstrable previous experience of developing high quality PMM for regional or international institutions with recorded concrete evidence (samples could be requested during recruitment).
- Experience of working in a regional context or multilateral institution is desirable.
- Familiarity with international best practices in effective and efficient Program/Project Management
- Experience in assessing and identifying gaps in skills and competencies of employees and experience in designing new training programs and delivering tailored training programs
- Experience of preparing training manuals and developing training plans and providing training for middle and senior level staff members in procurement

Competences:

- Excellent organizational and communication skills, ability to prioritize, to lead and work independently with minimum supervision from the client.
- Strong analytical skills to assess the existing Program Management practices and identify areas for improvement.
- Good understanding of participatory approaches to management and operations
- Strong interpersonal skills and the ability to communicate and work well with diverse people from diverse cultural backgrounds.
- Excellent writing and oral communication skills in English
- Strong training administration, facilitation and time management skills

7. Languages:

English the working languages of the Institute. For the advertised position, fluency in English is required; knowledge of Amharic or Kiswahili is desirable. Knowledge of other official language spoken in the IGAD region is an advantage. All reports should be written in English, single spacing font size 11, Times New Roman and submitted as both word and pdf versions.

8. Duration of the Assignment and Remuneration

The provisional start date of this assignment is on 1st July 2024, with the expected end date being the 30th September 2024. The consultant will submit a financial proposal along with other documents listed below. The consultancy fee excludes travel expenses and per diems which will be paid by HESPI in accordance with HESPI's and the ACBF's Travel Policy. The consultative meeting and training expenses will also be covered by the HESPI. The consultant shall receive 20% of the remuneration upon submission and approval of the inception report, 40% after the delivery and approval of a satisfactory draft PPM based on the TOR, and the remaining 40% after meeting all deliverables and expected outputs (including provision of the training on procurement).

9. Content, Timing and Submission

The outputs must match quality standards. The text of the PMM and the training materials should be illustrated as appropriate, with graphics. The final deliverable of the updated PMM and the training reference materials along with all other relevant attachments is expected to be submitted on the 30th of September 2024.

The deliverables and tentative timeline are presented in the table below.

Table 1. Deliverables

No.	Milestones	Timeline
1	Submission of Inception Report Including draft PMM outline	5th July 2024
2	Conclusion of Consultations, desk reviews and interviews	10th of July 2024
3	Submission of draft PMM and training materials	5th August 2024
4	Provide training materials and train selected staff	15th August 2024
5	Submission of final revised and updated PMM	30th September 2024

10. Location and Working Arrangements

This assignment may involve travel mission primarily to HESPI HQ located in Addis Ababa Ethiopia. The consultant will be given access to relevant information necessary for execution of the tasks under this assignment. She/He will be responsible for providing her/his own working station (i.e., laptop, internet, phone, scanner/printer, etc.,) and have access to reliable internet connection while in the field and at home base. However, HESPI can provide the internet access while in mission in Addis Ababa or other selected IGAD member countries.

The focal point for all communications will be the HESPI SALCA Program Implementation Committee (PIC). The consultations will mostly be done virtually and therefore availability during the working hours of HESPI HQs in Addis Ababa Ethiopia (0830 – 1700 GMT) will be important. The consultant will seek inputs from and regularly liaise with the PIC and the SALCA team of the ACBF for all important matters related to the assignment. HESPI and the ACBF will critically review draft reports for quality assurance and provide feedback on the deliverables within a maximum of ten working days. Approval of the documents and reports by the HESPI and the ACBF as deliverables will be a prerequisite before any payment are made to the consultant.

11.0 How to Apply

Qualified candidates are requested to submit a cover letter, CV & their technical proposals to contacthespi@hespi.org copied to *daniel.fantaye@hespi.org in 15 days from the day of advertisement.* Please quote application for HESPI-SALCA PMM development in the subject line.

HESPI is an equal opportunity organization ; Female Candidates and People with Disabilities (PWDs) are highly encouraged to apply