Annex A: Term of Reference and Scope of Services (Project Coordinator)

GOVERNMENT OF THE FEDERAL REPUBLIC OF ETHIOPIA
MINISTRY OF SCIENCE AND TECHNOLOGY
National Quality Infrastructure Development Project

1. Background

Increasing manufacturing, specifically exports of manufactured goods, is among the major targets of the Government of Ethiopia (GoE) to achieve higher economic growth, as articulated in its development strategy, the Growth and Transformation Plan (GTP). The strategy envisions to turn Ethiopia into a middle-income country by 2025 while becoming “the light manufacturing hub of Africa”. Given the strategic emphasis on the growth of light manufacturing, fostering awareness and adherence of Ethiopian firms to better quality, international product standards and certification regimes is more crucial than ever.

The GoE has received financing from the World Bank Group (WBG) for implementation of the National Quality Infrastructure (NQI) Development Project (hereafter – the Project), and it intends to apply part of the proceeds to payments for goods, works, related services and consulting services to be procured under this Project. The Project’s development objective is to improve the delivery of quality assurance services to enterprises in targeted sectors.

The Project is anchored within the framework of WBG’s current engagements with the GoE on the industrialization agenda. Given the focus on light manufacturing and export led growth, the Project’s support will focus on priority manufacturing sectors where the issue of quality and standard requirements has already been identified as one of the major constraints for the sectors’ export competitiveness. It would contribute to the Government’s expected outcome of improved quality systems that is essential to the achievement of accelerated and sustained growth. It will work in the intersection point of the different on-going interventions supporting Ethiopia’ industrialization, where the issues and challenges around quality assurance have been identified to undermine the private sector competitiveness, trade and the integration of Small and Medium Enterprises into the global value chain.

While the need for NQI in Ethiopia is extensive across various industries, to achieve tangible results, the Project will focus on three selected value chains, which are targeted sectors: (i) leather and leather products; (ii) textile and garments; and (iii) agro-processed products.

These industries have been identified as priority sectors under the Project for the following reasons: (i) GoE has clearly identified them in the GTP I & II as its priority sectors for the development of export-led manufacturing industries that will support growth and job creation; and is making significant investments to develop them; (ii) expected large impact of quality assurance services especially in the value chain (forward and backward linkages) by meeting with buyers’ standards and requirements; (iii) the increasing trend and potential growth in
investments\textsuperscript{1}, export value and volume as well as product sophistication and diversity that projects increasing demand for efficient and competent NQI services for the products; and (iv) relative readiness (high potential) of the NQI institutions\textsuperscript{2} to provide quality assurance services to these sectors, building on their existing services and facilities.

The Project consists of the following three components:

**Component 1: Strengthening Institutional Capacity for NQI Development**

The objective of this component is to strengthen the NQI institutions’ capacity to deliver effective and efficient quality assurance services to enterprises in the targeted sectors. This component will have two subcomponents: (i) Strengthening Institutional Capacity of NQI Institutions and (ii) Strengthening the Ministry of Science and Technology’s (MoST) NQI Oversight Function. The main areas of intervention of this component are to support technical and human capacity development and to upgrade the selected technical and physical facilities of existing NQI institutions and MoST’s NQI function. This will help strengthen the quality assurance system.

**Component 2: Enhancing Private Sector Engagement**

The objective of this component is to support more active private sector involvement for the development of NQI system in terms of creation of the demand for NQI services and increase of the number of private sector NQI service providers, in particular conformity assessment services. To achieve this, activities provided to the industry players and potential private NQI service providers need to be hands-on support underpinned by practical experiences in relevant industries, so that they will see the results of their investments in a relatively short amount of time, use the NQI services regularly, and decide to enter the NQI service markets. This component will have three main subcomponents: (i) Technical Assistance and Training to Industries; (ii) Technical Support to Private Sector NQI Service Providers; and (iii) Strengthening the Feed-back and Dialogue Mechanism.

**Component 3: Project Management and Monitoring and Evaluation**

The objective of this component is to finance project implementation and monitoring. The overall project coordination and management of the Project will be conducted by the MoST through the established Project Implementation Unit (PIU). The PIU manages day-to-day activities including communication with relevant implementing agencies (i.e., NQI institutions) and monitoring and evaluation of the Project. While implementing agencies are responsible for technical aspects of their components, including preparation of Terms of References (ToRs)/Technical Specifications, the PIU will assist the agencies in all the aspects of project implementation and will be responsible for preparation of all the required reports and reporting to both the WBG and

\textsuperscript{1} Investments in these sectors are growing at an increasing rate and the GoE has put in place an ambitious Industrial parks development agenda to meet the demand for land and production facilities.

\textsuperscript{2} NQI institutions are comprised of four legally autonomous institutions, which are responsible for providing quality assurance services in the fields of standards, accreditation, metrology, and conformity assessment. These institutions are: Ethiopian Standards Agency (ESA); Ethiopian National Accreditation Office (ENAO); National Metrology Institute of Ethiopia (NMIE); and Ethiopian Conformity Assessment Enterprise (ECAE).
the Project Implementation Committee (PIC)\(^3\), which is the governing body for the Project and is responsible for overseeing and supervising implementation of the Project.

2. **Objective of the assignment**

The objective of this TOR is to hire a Project Coordinator of the PIU, as an individual consultant. For planning, organizing and executing the activities of the Project and for the prudent management and reporting of the use of financial/other resources in compliance with Financing Agreement, relevant project document (Project Appraisal Document, Project Implementation Manual (PIM)), GoE’s legislation, and the WBG’s practices and standards, the role of the Project Coordinator is very critical.

The Project Coordinator will act as a head of PIU and take a leadership role in implementing the Project by cooperating with other PIU team members, implementing agencies, and relevant stakeholders. The staff of PIU is expected to include a project coordinator; a procurement specialist; a financial management (FM) specialist; safeguards specialist; a monitoring and evaluation (M&E) specialist; and technical experts that may be needed.

3. **Scope of work**

The main scope of work for the Project Coordinator shall:

1) Represent the PIU in its relations with the Government, World Bank Group, and other relevant stakeholders

2) Plan, manage, and coordinate the implementation of the activities of the Project;

3) Keep updated project implementation plan; ensure its proper implementation, monitor and control key indicators of the Project;

4) Provide all the necessary support to and Work with the representatives of NQI institutions and the MoST’s function responsible for the NQI development where necessary to develop the TORs and other technical inputs required for the implementation of the Project;

5) Actively participate and serve within the NQI Technical Committee (NQITC) and the NQI Forum which are existing dialogue platforms for the development of NQI system, and include key stakeholders to ensure alignment and coordination of the project interventions with the national NQI development agenda;

6) Serve for the chair of the PIC;

7) Ensures that guidelines and procedures set out in the PIM are in place such as operational procedures, FM, procurement methods, and procedures, safeguards, and M&E of the Project and procedures for overall project management;

\(^3\) Project Implementation Committee (PIC) will be composed of representatives from the implementing agencies, including ESA, ENAO, NMIE, ECAE, and MoST, with the PIU serving as the chair. The PIC will meet regularly to review progress on the implementation of the agreed work plan, address any challenges, and take up to the ministry any issues that may need high-level support or intervention.
8) Work with the private sector representative institutions, associations, chamber of commerce, sector institutions, and so on, to implement and coordinate the project activities and report on the project implementations;

9) Be responsible for following up on the day-to-day activities of the Project, including safeguards issues, based on the joint planning and budget formulation to be prepared by the NQI institutions;

10) Be responsible for providing – after receiving required information from the implementing agencies- semi-annual progress reports to the WBG, PIC, and MoST;

11) Advise and guide other staffs and stakeholders about the Project & appropriate use of funds;

12) Liaise with the project-related activities with the MoST and the WBG office in Ethiopia and Washington;

13) Oversee the performance of the procurement specialist with regard to the following:
   a) Preparation and monitoring of procurement plan, bidding documents, bid evaluation reports, and contract documents;
   b) Development of a contract management system for activities and processes; and follow up on contracts signed with suppliers and consultants regarding, validity, implementation and payments; and
   c) Follow-up with implementing agencies and monitoring the progress of implementation of project activities as agreed in the Procurement Plan;

14) Oversee the financial management and accounting of the project and the performance of the FM specialist with regard to the following:
   a) The project accounting and internal control systems have been appropriately established for the safeguard and efficient use of project resources; payments for project activities are in accordance with the arrangements spelt out in contracts;
   b) Financial plan covering project cost estimates per category, component and activity, and annual expenditure estimates and forecasts are prepared in due time;
   c) The management of project cash flows and submission of credit withdrawal applications to WBG for replenishment of the special account are done timely and appropriately; and
   d) The periodic financial reports are prepared in accordance with government and WBG reporting requirements, and that they are submitted in good time to the MoST, Ministry of Finance & Economic Cooperation, and WBG;

15) Liaise with Ministries relevant to the proposed Project to ensure adequate counterpart funding [as necessary];

16) Manage and control all physical progress and disbursements to ensure effective project implementation;

17) Oversee the implementation of the M&E Framework, including:
   a) Collection and analysis of M&E data;
   b) The arrangements for results monitoring, including mid- and end-project evaluation;

18) Work as counterpart of the Task Team Leader of the WBG in connection with the proper implementation of the project; and securing no-objections during the procurement process; Interact with WBG implementation support missions and follow up their recommendations;
19) Ensure timely submission of project reports, financial reports and documents in line with the requirements of the WBG; and ensure compliance to the WBG policies and procedures;
20) Liaise with project auditors for effective and efficient auditing of the project accounts; and
21) Perform any other assignments related to the Project and assigned by the MoST.

4. Requirements

The applicant should have:

- Post-graduate degree in the field of natural science, engineering and technology or equivalent in a related field;
- Minimum of ten years experience in relevant subject areas covered in the terms of reference and more specifically having experience at executive level with solid knowledge on quality infrastructure;
- Considerable years of progressively responsible experience in the internationally funded projects in managing and /or implementing;
- Excellent organizational and communication skills to flexibly and responsively interact and coordinate with the MoST, PIC, NQITC, NQI Forum, NQI institutions and other stakeholders;
- Should drive work plans to completion and meet milestones with little or no daily supervision, and be able to multi-task and be effective under tight deadlines and in high-pressure situations
- Strong computer, analytical and organizational skills;
- Excellent Written & Spoken English;
- Proven initiative & ability to work independently;
- Strong issue identification, problem-solving skills and analytical capacity;
- Proactive communication and ability to know when to ask for help; and
- Ability to develop solid partnerships with high-level officials

5. Reporting line/Communication

The Project Coordinator will report to the State Minister and work closely with the NQI directorate under MoST, all key stakeholders, and WBG team.

6. Duration of the assignment

The duration of the assignment is for one year, renewable based on satisfactory performance.

7. Responsibility of the employer
The Employer will be availing office furniture, office equipment, stationery materials, transport and communication facilities and other materials required by the Project Coordinator to perform his/her duties as specified in this TOR.

8. **Place of Work**

Addis Ababa, Ministry of Science and Technology.