



# USAID | ETHIOPIA

FROM THE AMERICAN PEOPLE

**SOLICITATION NUMBER: 72066318R00007**

**ISSUANCE DATE: December 4, 2017**

**CLOSING DATE/TIME: December 22, 2017** at 5:00 pm, Ethiopia local Time

**SUBJECT: Solicitation for U.S. Personal Service Contractor (USPSC)**

Dear Prospective Offerors:

The United States Government, represented by the U.S. Agency for International Development (USAID), is seeking offers from qualified persons to provide personal services under contract as described in this solicitation.

Offers must be in accordance with **Attachment 1, Sections I through V** of this solicitation. **Incomplete or unsigned offers will not be considered.** Offerors should retain copies of all offer materials for their records.

This solicitation in no way obligates USAID to award a PSC contract, nor does it commit USAID to pay any cost incurred in the preparation and submission of the offer.

Any questions must be directed in writing to the Point of Contact specified in the attached information.

Sincerely,

Shelby Hunt  
Supervisory Executive Officer

**ATTACHMENT 1**

**Solicitation for Resident-Hire U.S. Personal Service Contract (PSC)  
Senior Learning Advisor  
USAID/Ethiopia, Addis Ababa**

**I. GENERAL INFORMATION**

- 1. SOLICITATION NO.:** 72066318R00007
- 2. ISSUANCE DATE:** December 4, 2017
- 3. CLOSING DATE/TIME:** December 22, 2017 at 5:00 pm, Ethiopia local Time
- 4. POSITION TITLE:** Senior Learning Advisor
- 5. MARKET VALUE:** \$88,136 - \$114,578 equivalent to **GS-14**. The final compensation will be negotiated within the listed market value based on the successful candidate's salary history, work experience, and educational background. **Salaries over and above the top of the pay range will not be entertained or negotiated.** Please note that U.S. resident-hire PSCs are not eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances. Final compensation will be negotiated within the listed market value based upon the candidate's past salary, work history, and educational background.
- 6. PERIOD OF PERFORMANCE:** One year, with possibility for extension with four year option to extend. Extensions will be contingent on satisfactory performance, continued need for the services and availability of funds. No PSC contract may exceed a five year period of performance.
- 7. PLACE OF PERFORMANCE:** USAID/Ethiopia, Addis Ababa
- 8. SECURITY LEVEL REQUIRED:** Facility Access. The final selected candidates must obtain an Employment Authorization and medical clearances within a reasonable period of time (USAID will provide details regarding these clearances to the selected candidate). If such clearances are not obtained within a reasonable time or negative suitability issues are involved, any offer made may be rescinded.

Per AIDAR Appendix D, 1 (5), Resident Hire" means a U.S. citizen who, at the time of hire as a PSC, resides in the cooperating country:

- (i) A spouse of a U.S. citizen employed: (A) by a U.S. government agency; or (B) under any U.S. government-financed contract or agreement; or (C) under any other contract or agreement that provides for repatriation to the United States; or
- (ii) for reasons other than employment: (A) with a U.S. government agency; or (B) under any U.S. government financed contract or agreements; or (C) under any other contract or employment arrangement that provides

## 9. STATEMENT OF DUTIES

### A. General Purpose of the Contract

The incumbent will serve as USAID/Ethiopia's Senior Learning Advisor and will institutionalize Collaborating, Learning and Adapting (CLA) across the Mission portfolio, worth more than \$2 billion. CLA is USAID's methodology and approach, including processes and activities, to ensure programming is coordinated, grounded in evidence, and adjusted as necessary to remain effective throughout implementation. The Advisor will guide and advise Mission Management and staff in the real-time development and following implementation of the Mission strategy and programming through strong internal and external collaboration and stakeholder engagement, iterative learning from ongoing programs, and facilitated ongoing iteration and adaptation within the Mission's programming, organizational processes, structures and practices. The quality of the guidance provided by the Advisor, and effectiveness at integrating CLA, will to a large extent determine the cost-effectiveness of key U.S. Government (USG) development investments in Ethiopia.

The incumbent provides direct advice to the Mission Director and the Senior Management Team on best and emerging practices and relevant advancements in organizational behavior and institutionalizing CLA. The Contractor will create and lead programmatic coordination and collaboration efforts internally and with external stakeholders; facilitate Mission efforts to feed new learning, innovations, and performance information back into strategy to inform funding allocations, program design and project management; and guide mission leadership and technical offices to translate new learning, as well as information about changing conditions, into iterative strategic and programmatic adjustments. S/he will lead staff to develop Mission-wide processes that integrate CLA across the Mission, will make recommendations on how to continuously improve processes and project outcomes, and will foster improved communication internally and with external stakeholders.

The incumbent is expected to serve as an expert organizational learning and knowledge management professional. USAID/Ethiopia's Senior Learning Advisor will guide the Mission Director, Senior Management Team, and Mission staff on how to realize progressive, CLA-oriented program design, management, program implementation, monitoring and adaptation practices through development and implementation of the Mission's next generation strategy and general programming, primarily by bolstering USAID's evaluation, development and organizational learning practices, as well as enhancing internal and external collaboration and change management approaches that contribute to greater development impact. This position also serves as a critical link to USAID/Washington's Bureau for Policy, Planning and Learning, and the Agency's central 'CLA Team' in both seeking and sharing promising practices in CLA worldwide.

Key to this position will be revitalizing and fostering an environment that advances learning among USAID staff, implementing partners and other

stakeholders. In conjunction with the Mission Monitoring, Evaluation and Learning (MEL) Contractor and Program Office M&E Specialist, the Advisor will identify ways to reduce knowledge sharing barriers (e.g., through application of e-sharing and learning tools, such as outcome mapping, social network analyses, creation of Communities of Practice and USAID's Council of Advisors) and move staff from their current 'activity focused' orientation to a more holistic program management approach including peer and cross-learning interactions as well as other contemporary, effective learning techniques and opportunities.

As many of the duties of the Senior Learning Advisor involve an organizational behavior-change requirement, the Advisor must have the necessary professional credibility and gravitas to effectively identify the need for change, ability to articulate that knowledge to a non-expert audience, and provide persuasive arguments that will motivate Mission staff to accept and enact the changes.

A primary means of advancing USAID/Ethiopia's CLA effort is by directing a range of resources, platforms and practices among USAID staff, implementation and development partners that promote adaptive, organizational learning and evaluation. These include leading the development of programmatic learning agendas and designing evaluative studies, for example, as well as designing and managing activities that respond to those inquiries, and ensuring sharing and utilization of the findings. This also includes designing and facilitating forums and engagements that enable frank feedback among USAID representatives and key stakeholders, while enabling adaptive management strategies that translate learning into action. While USAID/Ethiopia is committed to broadly strengthening monitoring and evaluation practices as part of its CLA approach and evidence-based decision making, traditionally defined "M&E" should be understood as only a subset of USAID/Ethiopia's broader understanding and application of CLA and organizational learning and improved effectiveness.

## **B. Duties to be Performed**

This position is an integral part of the Program Office, which provides primary support to the Mission Director, Deputy Mission Director and Technical Teams throughout USAID/Ethiopia (the Mission) in budgeting, planning, and reporting. The central function of the Program Office in monitoring, evaluation and learning (MEL) is to ensure that the causal pathway to desired development outcomes is continuously assessed and adjusted, through analysis of a variety of information sources and knowledge, to yield the most effective course of action. Building on this, the Senior Learning Advisor will help institutionalize CLA across the Mission, including in program implementation and, where relevant, strategy.

The Senior Learning Advisor will lead and provide overall direction to USAID/Ethiopia's Organizational Development and Learning efforts. While the Mission-wide MEL contract will provide CLA coordination support by planning and staging organizational reflection and learning opportunities, this position will be the primary focal point within the Mission and liaise

with the MEL contractor, external stakeholders and technical teams to foster internal discussions, reflection, learning and adaptation. The incumbent will exercise the full range of supervision over Mission M&E fellows or other similar assignments to the Mission. The Senior Learning Advisor will represent the Program Office in discussions and negotiations with implementing partners (IP) to update performance data, prepare performance reports, briefing papers, and other periodic documentation for mission management, USAID/Washington and other USG stakeholders.

The Senior Learning Advisor may also serve as the Contracting Officer's Representative (COR) for the Mission's Organizational Development Contract. USAID/Ethiopia has a contract to provide support for organizational development services that include: Enhancing USAID/Ethiopia's organizational culture, orienting new staff into the Mission's values and behavioral expectations, while encouraging ongoing organizational development; increasing staff effectiveness through deeper personal awareness of individual behaviors and shared understanding of interpersonal and team dynamics; supporting continuous Mission-wide strategic planning, communication and operational improvement efforts; and, boosting staff morale and cohesion through informal, off-site interaction.

### **C. Major Roles and Responsibilities**

#### **1. Develop, Manage and Coordinate Mission Organizational and Program Learning Opportunities - (50%)**

- Lead the Mission to develop a learning agenda, consistent with its Country Development Cooperation Strategy (CDCS) MEL Plan, that includes planning and directing organizational interventions (e.g., special studies, after action reviews, partner meetings, organizational learning surveys, and on-line engagements) to advance and integrate CLA best practices within and outside USAID/Ethiopia and facilitate overall CDCS implementation. Develop guidance and make recommendations to Mission Management on:
  - language for funding agreements that emphasizes collaborating, learning and adapting,
  - developing “influence plans” as part of project design to leverage the resources and actions of other development actors,
  - implementing the learning aspects of new Program Cycle guidance (CDCS, project design, program performance management, M&E),
  - improving M&E approaches to track results at IR and Presidential initiative levels and supplement common and established key indicators with outcome mapping and other approaches that support continuous review and iterative course correction/adaptation.
- Advise Mission Leadership and provide on-going feedback on how new processes are working to enable Mission leadership to course correct along the way and improve CLA practices within the Mission and with partners and stakeholders, with a goal toward improving program outcomes.

- Create a space for and lead USAID technical offices in dialogues that advance project/activity specific learning agendas. Guide technical teams' utilization of research design and methodologies, applied research studies, impact assessments, capturing and sharing new knowledge, engaging stakeholders in CLA, and applying learning to ongoing program and project/activity design and management. Develop interactive learning opportunities that inform subsequent work plans, activity designs, target setting, assessments, studies and potential adjustments in project/activity implementation.
  - Seek opportunities to advance USAID's knowledge management and learning activities, ensuring effective sharing and applied learning in topics of strategic interest to USAID/Ethiopia (e.g., methods to integrate effective, responsible governance in non-Democracy and Governance focused programming; strategies to increase women's influence in households, nutrition and agriculture; and, private-sector led approaches to social services and development). Track developments in evolving KM and adult learning fields to incorporate promising practice and new or improved learning tools and approaches into CLA program.
  - Lead Program Office backstops/cross-cutting specialists and technical teams in discussions and planning sessions that articulate development hypotheses, plan for testing those hypotheses, and advance USAID's Project Design and CLA guidance. Based on implementation results, new learning and stakeholder feedback, work across the mission with Program Office and Technical teams to guide iterative course corrections and ensure ongoing and evolving alignment of portfolio with strategy.
  - Lead an increased focus on the principles, fundamentals and best practices of CLA within the Mission's M&E Technical Working Group.
2. Lead management and coordination of the Mission's Organizational Development Activities - (25%)
- In conjunction with the Mission's Organizational Development Contractor, organize and lead coordinated efforts to link organizational development with staff as drivers of development, the Leadership Behavior Charter, principles of CLA, and other broader initiatives.
  - Provide guidance and oversight as the COR for the Organizational Development support contract to advance the following objectives:
    - Enhance USAID/Ethiopia's organizational culture, orienting new staff into the mission's values and behavioral expectations, while encouraging ongoing organizational development;
    - Increase staff effectiveness through deeper personal awareness of individual behaviors, and shared understanding of interpersonal and team dynamics;

- Strengthen leadership behaviors, skills and approaches of all staff, to exemplify USAID/Ethiopia's desire to develop a "Mission of Leaders." This includes, but is not limited to, developing supervisory skills;
  - Support continuous Mission-wide strategic planning, communication, and operational improvement efforts; and,
  - Boost staff morale and cohesion through informal, off-site interaction.
- Foster and advance USAID/Ethiopia's organizational culture, orienting new staff on the Mission Leadership Charter and Mission values and behavioral expectations, while encouraging ongoing organizational development.

### 3. Stakeholder Engagement and Knowledge Management - (20%)

- Engage a wide range of stakeholders (eg IPs, International Donors, and other USG contacts) to facilitate strategic collaboration and knowledge exchange, and promote learning opportunities that improve USAID's understanding of the Ethiopian development context and thus more purposeful application of experiential, codified learning to strengthen USAID's development interventions.
- Implement and guide processes and practices for USAID staff to engage with implementing partners and other stakeholders collaboratively as knowledge peers.
- Identify and consolidate disparate tools and means of ensuring that learning data is actively used and openly shared with Mission staff and implementing partners. Make recommendations on policies ensuring that learning data informs progress toward the CDCS as well as project/activity design and management.
- Use expert knowledge to build capacity among Mission staff on key knowledge management principles and learning.

### 4. Other Information Management and Learning Needs – (5%)

- Use expert MEL knowledge to make recommendations that enhance Mission M&E processes (from data collection and analysis to using M&E findings to modify or improve implementation). In conjunction with the Mission M&E contractor and M&E Specialist, develop MEL procedures, guidelines, templates, checklists, action trackers, and other tools for staff use.

**D. Supervisory Relationship:** The Senior Learning Advisor works under the general supervision of the Supervisory Program Officer, or designate, but will provide direct advice and guidance to the Mission Director and Senior Management Team and is considered an expert in their field. As such, they will be delegated independent responsibility and authority to plan, schedule, and carry out major CLA-oriented activities concerned with the analysis and

evaluation of programs and organizational learning. Analyses, evaluations, and recommendations developed by the employee will be accepted by senior management to influence the broader USAID strategy and results expected. The supervisor provides a high-level review of the assignment, the goals and objectives to be achieved, and the results expected. The Senior Learning Advisor will work mostly independently, with minimal guidelines and supervision and is required to determine assignments that must be coordinated with the supervisor and/or senior management and will seek advice and assistance as required. Completed work is accepted as technically correct, and the overall assignment is reviewed in terms of results achieved.

- E. **Supervisory Controls:** The contractor shall exercise the full range of supervision over Mission M&E fellows or other similar assignments to the Mission, providing overall policy guidance and coordinating their work to achieve program objectives. The contractor will be expected to lead USAID's CLA working group(s) and demonstrate technical guidance and professional coaching in practices and techniques for cultivating skillful conversations and organizational learning about USAID's development hypotheses, results, and capacities to conduct special studies, learning reviews and/or evaluations. The incumbent will be an integral member of the Mission Management Team and may serve as the COR for the Mission's Organizational Development Contract, both responsibilities require frequent and direct contact with Mission Leadership.
- F. **Exercise of Judgment:** The contractor works with a high level of independence in advancing USAID's CLA agenda and provides direct advice to the Mission Director and the Senior Management Team on best and emerging practices and relevant advancements in organizational behavior and institutionalizing CLA. The contractor uses considerable judgment in developing ideas and proposals, and in determining the appropriate analytical approach to be used for a particular analysis. The contractor also exercises considerable judgment in determining who to involve or not involve in a particular activity, and proposes teams to accomplish the objectives and analyses agreed to.
- G. **Area of Consideration:** U.S. citizens currently residing in Addis Ababa.
- H. **Physical Condition:** The work requested does not involve undue physical demands. USAID promotes, with reasonable accommodation, the full realization of equal employment opportunities for the disabled in recruitment, promotion, assignment, and training.
- I. **POINT OF CONTACT:** Shelby Hunt, S/EXO, and/or Fekadu Tamirate, HR Specialist, email at [addisusaidjobs@usaid.gov](mailto:addisusaidjobs@usaid.gov).



## **II. MINIMUM QUALIFICATIONS REQUIRED FOR THIS POSITION**

**EDUCATION (5 POINTS)** A Master's Degree in the field of organizational learning or development assistance such as public, business or development administration, knowledge management, political science/international affairs, economics, development studies, or related field (or career/experience equivalent).

**WORK EXPERIENCE (25 Points):** A minimum of ten years of progressively responsible, job-related, professional-level experience in development, organizational or action learning, and/or consulting or knowledge management.

A strong background in monitoring and evaluation of development programs, experience in the application of various assessments, learning and evaluative methods and field research experience.

Demonstrated experience in designing, facilitating and evaluating tailored learning activities, across a variety of themes, forums and stakeholders.

Prior experience creating and institutionalizing a learning culture in an organization; this includes experience creating opportunities and leading dialogues, both internally and with stakeholders, to inform organizational strategy and guide course correction for work plans, program design and target setting is beneficial.

**LANGUAGE PROFICIENCY (10 points):** Fluent English (reading, writing and speaking) at the full professional level. Candidate must have the ability to present analysis and recommendations in clear written and oral format. The incumbent must have superior writing skills and be able to prepare clear, substantive reports and briefing papers in English, in a timely manner.

**KNOWLEDGE (30 Points):** The incumbent must have a demonstrated understanding of the economic, social, cultural and political characteristics of development and developing country contexts as well as understanding and experience in developing and leading stakeholder engagement activities, knowledge management programs, communities of practice and social networking.

Knowledge of the objectives and operations of the USG or the program activities of other international donor organizations, in East Africa and the Horn is highly desirable.

Experience working with Mission communication experts and M&E/Geographic Information Systems (GIS) specialists to explain the value of analytical products to internal and external audiences is beneficial. Experience working with GIS specialists to further analytical learning is desirable.

Prior experience with a US Government agency, implementing partner or international donor designing and implementing MEL Plans as well as fostering a learning environment is desirable.

**ABILITIES AND SKILLS (30 Points):** This position requires a demonstrated passion and mastery of the specialized area of facilitating and creating organizational learning, building consensus and advancing foreign aid effectiveness opportunities.

She/he should be detail-oriented with a demonstrated ability to create and foster a focus on CLA among program and activity managers, implementers and stakeholders.

S/he should demonstrate well-honed conversation and presentation skills and the ability to influence decision makers, foster organizational change strategies and implement plans within a complex organizational setting.

Must have demonstrated abilities and track record in strategic, systems and holistic thinking, managing resistance to change and/or understanding organizational culture, learning and change management.

The ability to work effectively in a team environment and build consensus on policies and administrative matters is necessary; as well as an ability to resolve multi-dimensional conflicts and conflicts between technical office priorities and Mission strategy.

Must be able to quickly acquire a thorough understanding of USAID/Ethiopia's CDCS programming objectives, results expected, planning and reporting systems and the key lines of sector investigation and learning agendas.

She/he is expected to acquire in-depth professional-level knowledge in database management, data analysis and reporting, and knowledge management.

### **III. EVALUATION AND SELECTION FACTORS**

To be considered for this position, applicants must meet the following minimum qualifications. For those who do, further consideration and selection will be based on panel assessment of the Selection Criteria, also listed below. Applicants are required to address each of the Selection Criteria on a separate sheet, describing specifically and accurately what experience, training, education, and/or awards or recognition they have received relevant to each criteria described below, and any related considerations. Be sure to include your name and the solicitation number at the top of each additional page.

Selection will be based on the following criteria (**Maximum of 100 Points Available**):

|                              |                  |
|------------------------------|------------------|
| <b>Education:</b>            | <b>5 points</b>  |
| <b>Language Proficiency:</b> | <b>10 points</b> |
| <b>Work Experience:</b>      | <b>25 points</b> |
| <b>Knowledge:</b>            | <b>30 points</b> |
| <b>Abilities and Skills:</b> | <b>30 points</b> |

## I. APPLYING

Applicants must provide at least three references with current contact information, preferably both an e-mail address and a telephone number. (The Selection Committee will conduct reference checks of the highest ranked applicants). References will be asked to complete a questionnaire that assesses the applicant's technical knowledge, work performance, communication skills, and group dynamics, using the above specific criteria. The references will be asked to provide a general assessment of the applicant's suitability for the position. It is the responsibility of the applicant to ensure submitted references are available to provide a written or verbal reference in a timely manner. All applicants must complete the attached Application for Employment (AID 302-3) and submit a cover letter outlining their relevant qualification and experience for the position.

Only applicants who meet or exceed the stated position requirements will be considered. **All applicants must have the required work and/or residency permits to be eligible for consideration (please make sure to submit all documentation that certify your eligibility to work in the country).**

For your application to be considered, the following documents must be submitted:-

- a. Letter of application/cover letter.
- b. Eligible offerors are required to submit completed and signed form AID 302-3, "Offeror Information for Personal Services Contracts," available at <http://www.usaid.gov/forms>.
- c. Current resume/CV.
- d. Offers must be received by the closing date and time specified in **Section I, item 3**, and submitted to the Point of Contact in **Section I, item 12**.
- e. To ensure consideration of offers for the intended position, Offerors must prominently reference the Solicitation number in the offer submission.
- f. Application must be submitted **ONLY** via [addisusaidjobs@usaid.gov](mailto:addisusaidjobs@usaid.gov) and the email subject must say –: **72066318R00007, Senior Learning Advisor**
- g. Please submit the application only once; and
- h. Work and/or residency permits must be submitted
- i. Late and incomplete applications will not be considered; the application must be submitted before or on the closing date at local Ethiopian time 5 p.m.

## II. LIST OF REQUIRED FORMS FOR PSC HIRES

Once the CO informs the successful Offeror about being selected for a contract award, the CO will provide the successful Offeror instructions about how to

complete and submit the following forms.

- j. *Medical History and Examination Form (Department of State Forms)*
- k. *Questionnaire for Sensitive Positions for National Security (SF-86), or*
- l. *Questionnaire for Non-Sensitive Positions (SF-85)*
- m. *Finger Print Card (FD-258)*

### III. **BENEFITS/ALLOWANCES**

As a matter of policy, and as appropriate, a PSC is normally authorized the following benefits and allowances:

- a. BENEFITS:
- b. Employer's FICA Contribution
- c. Contribution toward Health & Life Insurance
- d. ALLOWANCES:

Section numbers refer to rules from the [Department of State Standardized Regulations \(Government Civilians Foreign Areas\)](#)

U.S. resident-hire PSCs are not eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances.

### IV. **TAXES**

USPSCs are required to pay Federal income taxes, FICA, Medicare and applicable State Income taxes.

### V. **USAID REGULATIONS, POLICIES AND CONTRACT CLAUSES PERTAINING TO PSCs**

USAID regulations and policies governing USPSC awards are available at these sources:

- a. **USAID Acquisition Regulation (AIDAR), Appendix D**, “Direct USAID Contracts with a U.S. Citizen or a U.S. Resident Alien for Personal Services Abroad,” including **contract clause “General Provisions,”** available at [https://www.usaid.gov/sites/default/files/documents/1868/aidar\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1868/aidar_0.pdf).
- b. **Contract Cover Page form AID 309-1** available at <https://www.usaid.gov/forms>.
- c. Acquisition and Assistance Policy Directives/Contract Information Bulletins (**AAPDs/CIBs**) for Personal Services Contracts with Individuals available at <http://www.usaid.gov/work-usaid/aapds-cibs>.

- d. **Ethical Conduct.** By the acceptance of a USAID personal services contract as an individual, the contractor will be acknowledging receipt of the “**Standards of Ethical Conduct for Employees of the Executive Branch,**” available from the U.S. Office of Government Ethics, in accordance with **General Provision 2 and 5 CFR 2635.** See <https://www.oge.gov/web/oge.nsf/OGE%20Regulations>.

**END OF SOLICITATION**

***EQUAL EMPLOYMENT OPPORTUNITY: The U.S. Mission in Ethiopia provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. USAID/Ethiopia also strives to achieve equal employment opportunity in all personnel operations through continuing diversity enhancement programs.***

*The EEO complaint procedure is not available to individuals who believe they have been denied equal opportunity based upon marital status or political affiliation. Individuals with such complaints should avail themselves of the appropriate grievance procedures, remedies for prohibited personnel practices, and/or courts for relief.*

Cleared: RLopez \_\_\_\_\_

SHunt \_\_\_\_\_