

**QUALITY EDUCATION STRATEGIC SUPPORT PROGRAMME (QESSP)**

Terms of Reference for an Organisation and Management Adviser, Ministry of Education

*Version 2*

1. **BACKGROUND**
2. Ethiopia has significantly expanded access to education at all levels, particularly at primary education level. Equitable access to education has been a key driver for the education sector over the past decade. Efforts are being made to match the gains in equity and access with tangible quality improvements.
3. The Ethiopian Federal Ministry of Education and Regional Education Bureaus have responsibility for this ever expanding education system. In order to effectively manage and ensure quality across a growing sector, the Ministry of Education needs to constantly review its organisational structure to ensure that it has the adequate capacity and expertise to deliver its plans. An initial organisational capacity assessment, recently conducted through the QESSP programme, recommended a thorough organisational structure review to take place across the Ministry. Plans are in place to carry out this review.
4. The Adviser is recruited to support the reform programme and to ensure that recommendations of the organisational review are fully implemented.
5. **OBJECTIVES AND SCOPE OF WORK**

**Objectives**

1. The Adviser is primarily responsible for providing technical and managerial support to improve the organisational performance of the Ministry of Education by effectively implementing the recommendations of the capacity audit and structure review reports, developing capacity in organisational planning and management and introducing efficient and effective systems.

**Scope of the Work**

1. The Adviser will directly support the directorates currently reporting to the Head of the Minister’s Bureau. The Adviser will also collaborate with other directorates in organisation wide initiatives. Both technical and managerial support is expected to be provided by the Adviser.
2. **RESPONSIBILITIES AND MAIN DUTIES**

**MANAGEMENT OF REFORM**

1. Coordinate the organisational structure review.
2. Lead the implementation and review of the new structure together with the task force and other relevant directorates.
3. Support the development and implementation of standards for each of the directorates and posts/ roles.
4. Support directorates to prepare quality service standards and implement as per the standards.

**CAPACITY DEVELOPMENT**

1. Help directorates conduct directorate wide capacity assessment.
2. Coach and develop a high performance team with an emphasis on reform implementation.
3. Build capacity of directorates to effectively implement the reform.
4. Review quality of study reports and policy documents.

**PERFORMANCE MANAGEMENT**

1. Help directorates plan and deliver measurable results that are aligned with the Ministry’s mission and strategic plans.
2. Develop a performance culture in the Ministry.
3. Together with other directors, devise ways to increase key impact measures and lead on the follow up.

**SYSTEMS/PROCESS DEVELOPMENT AND MANAGEMENT**

1. Design and implement a continuous quality improvement process with a view to identify and champion system/ process improvements.
2. Develop and implement a system for tracking and reporting on the progress of strategic plan implementation.
3. Identify opportunities for MoE to leverage cross-departmental and programme strengths to take advantage of new opportunities and/or to address organisational challenges.
4. Design and implement new processes and approaches to achieve strategic plans.
5. Design and implement efficient and effective systems and processes to improve organisational performance.
6. **INSTITUTIONAL AND ORGANISATIONAL ARRANGEMENTS**
7. The Adviser will report to the Head of the Minister’s Bureau. The adviser will also work closely with the directors which report to the Head.
8. The Adviser will produce monthly reports to the Head of the Minister’s Bureau and Team Leader, QESSP.
9. The Adviser will conduct her/ his work in accordance with the QESSP TA management guidelines.
10. **PROFILE OF THE ADVISER**

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|  | **Essential** | **Desirable** | **Assessment stage** |
| **Behaviours** | * **Shaping the future** (Changing the nature of what we do and the benefits we gain by thinking and planning with creativity) * **Being Accountable** (Showing real dedication to the long-term mission of the team.) * **Making it Happen** (Achieving stretching results when faced by change, uncertainty or major obstacles) |  | Interview only |
| **Skills and Knowledge** | * Demonstrable ability to lead and develop a team\* * Excellent analytical skills * Skill of synthesizing information and excellent report writing skills * Strong written and oral communication skills in Amharic and English | Knowledge of the Ethiopian education system and current programmes | Short-listing and interview |
| **Experience** | * Proven experience of successfully managing reforms\* * Senior management experience in a public or non government organisation\* * Experience of developing strategic plans\* * More than 10 years of professional experience in organisational management\* |  | Short listing and Interview |
| **Qualifications** | Masters degree or equivalent in a management related field\* | A PhD in a relevant discipline is preferred. | Short Listing |

Those marked with \* will be reviewed during shortlisting.

1. **DELIVERABLES**
2. The following are some of the key deliverables:

* A new organisational structure agreed and in place.
* A robust capacity development plan that supports the successful implementation of the new structure designed and implemented.
* A system for tracking progress and reporting in place.
* A system for reviewing system efficiency and effectiveness in place.

1. **GENERAL INFORMATION**

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| Expected start date | First week of August |
| Duration of assignment | 18 months with a possibility of extension |
| Based at | Ministry of Education, 4 kilo |
| Mandatory checks | Medical and criminal checks |

May 2015