Ethiopian Muslims Relief and Development Association

Terms of Reference (TOR)

FOR

The Feasibility Study

of

Establishing

Community Management and Leadership

Training Center

October, 2012

Addis Ababa
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10. Introduction

The Ethiopian Muslims Relief and Development Association (EMRDA) is an indigenous not for profit humanitarian NGO established in 1994 and legally registered by Ministry of Justice and has been re-registered by Charities and Societies Agency as an Ethiopian Resident Society Organization with registration number 0194 with the objective of preventing abject poverty and unemployment. In bridging the gap of poverty EMRDA has done a lot in partnership with different International and national donors to realize its vision to see equally developed, transformed and poverty free society. Currently the organization is operating in 80 woredas of 7 Regions in Ethiopia and has registered remarkable achievements in alternative basic Education, SRH, HIV and AIDS, Income generating activities, Women Empowerment, OVC support, Technical/vocational training, Youth, Community Capacity Building, Small-scheme water development and Relief programs.

Over the period of its service years, EMRDA has observed that many institutions such as NGO’s cooperatives, associations, small entrepreneurs, youth clubs, idirs, community-based organizations, clan leaders, community members and individuals and the community at large have encountered multifaceted problems mainly owing to lack of managerial and leadership skills.

Hence, EMRDA, realizing the importance of capacity building of the above mentioned stakeholders and the like, it is determined to diversify its activities to providing the necessary training services to the said institutions to help them improve their managerial and leadership skills and upgrade their knowledge and practices.

EMRDA has acquired a 2125m² of land around Ayer-Tena, near the Ring Road. Hence, in order to use its resource for development endeavors, EMRDA intends to establish a training center and to construct training and administration building on its land. Therefore EMRDA wants to undertake a feasibility study on the establishment of community Leadership Management Training Center with multipurpose building.

To this end, EMRDA has prepared this Terms of Reference (TOR) which serves as guide line for consultant who will carry out the feasibility study of the project.

11. Rationale of the training Program

The Growth and Transformation Plan of the country gives due attention to mass mobilization and capacity building and EMRDA is operating in line with contributing to the Plan and the training program is rationalized by the beneficiaries of the training center will contribute to lack of knowledge and skill since there is a gap in knowledge in project identification, preparation, implementation and control. The beneficiaries are not led by system. Their linkage to the national strategy is weak. Resource mobilization is traditional so that it needs to be developed, and the internal Communication skill is very
low and these weak links are not in a position to support the national strategy and working in this area is instrumental in bridging the above gaps.

12. **Objective of the TOR**

The objective of this TOR is determining the technical and socioeconomic viability of establishing community Leadership Management Training Center with multipurpose building.

13. **Methodology of the feasibility Study**

The consultant shall adequately and clearly state the background, objective and methodology to be followed which may include but not limited to the following:

13.1 Adequately and clearly elaborate the historical background and track records of EMRDA to communicate the Vision, Mission, objective and achievements of the Association to potential donors.

13.2 Explain about the training conditions in the country emphasizing on CBOs the communities' training requirements, adequacy and coverage of the training and training gaps;

13.3 Identify the limitations of providing training to such institutions and similar organizations in the country.

13.4 Discuss the problems of the CBOs and organizations under consideration in relation to their management and leadership training requirement;

13.5 Elaborate the rationale behind the EMRDA’s decision to establish a center that can provide management and leadership training to community organizations and entrepreneurs.

13.6 Explain EMRDA’s intentions to utilize its plot of land

13.7 State clearly the objectives and the strategies of the study;

13.8 Describe the methodology to be adopted for the successful accomplishment of the study;

13.9 Explain how the report of the study will be arranged; and draw a conclusion and recommendations.
14. SCOPE OF WORK

The envisaged project has three main components. The first component involves need assessment, training program identification and preparation of curriculum outline. The second component will deal with the technical, marketing and financial studies on the establishment of the center and constructing the training and administration buildings. The third component deals with the sustainability of the organization. The scope of work and the specific tasks to be accomplished by the consultant with respect to each of the components are elaborated below:

14.1 NEED ASSESSMENT. Training need assessment, Training Program identification and preparation of curriculum outline. The specific issues to be addressed by the consultant under this component of the study are:

14.1.1 Training Need Assessment

The consultant shall:

a) Identify all the existing institutions and stakeholders that are assumed to be beneficiaries of the envisaged training center;

b) Identify the problems of the institutions that are contributing to lack of managerial and leadership skills and knowledge gap;

c) Estimate the potential number of target institutions and the total number of their managerial staff;

d) On the basis of the total potential number of the managerial staff of all the institutions under consideration, estimate the number of the target trainees for at least five years;

e) On the basis of the need assessment, identify the training courses to be provided by the envisaged training center; and

f) After having indentified the training needs, discuss about the importance of the envisaged training for the CBOs and the country’s capacity building strategy.

14.1.2 Identification of Training Courses

The promoter has so far identified the following courses that could be provided to the beneficiaries.

- Organizational development
• Board management for voluntary services
• Strategic planning and management
• Project cycle management
• Resource mobilization of fundraising
• Social entrepreneurship and social marketing
• Constituency building and networking
• Financial management and control
• Monitoring and evaluation
• Islamic principles and business ethics/professional conduction business companies
• Business plan development
• Human resource management
• Government regulation and legal requirements
• Marketing

In this regard the consultant is expected to:

• Evaluate each of the above course titles against the identified needs of the beneficiaries and ensure their appropriateness;
• Based on the need assessment, identify more course titles that can go with the objectives of the envisaged center;
• Review the experience of similar organizations with respect to class size, training time and identification of trainees need; and
• Prepare course schedules.

14.1.3 Preparation of curriculum outline/concept

• State clearly the goals and objectives of the curriculum and elaborate the strategies for attaining the goals and the objectives in line with the standard of the Government polices
• On the nature of the training on the one hand, and academic level of the trainees, on the other, explain how, where and when the training will be conducted;

• On the basis of need assessment findings, identify the necessary training courses and justify the selection of courses to be offered;

• Assess the necessary resources requirements that help to implement the curriculum;

• Establish a system that helps the center to evaluate the effectiveness of the curriculum;

• On the basis of the need assessment of the beneficiaries

  ✓ Develop training courses that equip the trainees with skills to
    - Develop greater efficiency and effectiveness of the work.
    - Improve business and social relations with customers.
    - Increase productivity; and
    - Increase competitiveness

  ✓ Establish trainees’ enrolment criteria.

14.1.4 Training fee Assessment

• Assess training fees of similar organizations

• On the basis of prevailing training fees, determine training fees to be charged by the envisaged training center and justify it.

• Estimate annual training fee incomes for five years and evaluate it against the fund requirements of the training center and EMRDA.

14.1.5 Location and Site

• Describe the location of the project in general, and the site in particular and ascertain its suitability for the intended purpose, particularly for training.

• Gather the necessary information and check whether the site is exposed to flood, earthquake and other catastrophes or not.
• Describe the features of the site and identify those elements that will have impact on the construction cost of the building and consider it while estimating the construction cost.

14.1.6 Organization Development and Human Resource

• The envisaged training center will be organized under the supervision of EMRDA. Hence, having this in mind draw the organizational chart of the envisaged training center and explain its accountability and responsibility.

• Assess the functions of the training center and estimate its human resource requirement.

• Assess the current pay structure of similar organizations and estimate the salaries and fringe benefits of the employees.

14.2 ANALYSIS, market analysis, financial analysis, Socio economic analysis.
The specific issues to be addressed by the consultant under this component are;

14.2.1 Technical Analysis

14.2.1.1 Trainers, Training Materials and Facilities Requirement

On the basis of the designed training curriculum and identified training courses, the consultant shall:

a) Determine the trainers/ instructors requirements by type, number, qualification and experience;

b) Assess the sources and availability of qualified and experienced trainers for each course;

c) Assess the experience of similar organizations in terms of trainers employment and explain the modalities of trainers’ employment (permanent employee, virtual assignment or any other). And suggest the most advantageous one for the envisaged training center.

d) Enumerate exhaustively the consumable training materials requirements, assess their acquisition cost and estimate the total costs in local and foreign currency.
e) Identify exhaustively the fixed training materials requirement and itemize them in detail.

f) Based on the number of trainees, trainers and other relevant factors, estimate the number and type of the fixed training materials.

g) Assess the acquisition costs of these items and provide their total costs in local and foreign currency components.

h) Review the current pay structure of trainer’s fees, transport allowance etc and estimate the respective costs based on the review findings.

i) Assess whether there will be an opportunity of getting the training materials such as computers and accessories, books, LCD projectors etc by way of donations or through assistance schemes of domestic and international donor organizations.

j) Suggest the mechanisms on how the donors can be approached.

k) Provide the cost estimation that include but not limited to the following:
   - Estimation summary of training materials costs and trainers’ fees and allowance by breaking down into local and foreign currency.
   - Take into consideration the trend of inflation and estimate the costs accordingly.
   - Forecast the annual training costs for at least five years of the operation period of the project.

14.2.1.2 Buildings and Civil Works

The promoter intends to construct G+4 and G+7 buildings on its land located around Ayer-Tena to facilitate the training and EMRDA’s Administration, respectively, the total area of the land holding is 2125m2. The envisaged buildings will incorporate various components and end-uses that may include the following:

A. G+4 Building (Training Center)

- Training class rooms
- Conference halls
- Syndicate rooms
Boarding rooms for trainees (ladies and gents separately)
- Wash rooms
- Cafeterias (for Muslims and Christians)
- Library
- Staff room
- Assembly hall
- Administration offices
- TV-room

In this regard the consultant is expected to accomplish the following specific tasks:

a) Check policies and guidelines of the concerned body regarding training class room requirements.

b) Assess the policy and guidelines requirements of the Ministry of Works and Urban Development (MWUD) for height and built-up areas around the project site and determine the height and built-up area of the envisaged building in compliance with the relevant policies and guidelines;

c) Characterize the function of each end-use of the building and determine which floor will be assigned to which end-use;

d) Taking into consideration future number of trainees and the corresponding facility requirements, determine the built-up area of the training center’s building and estimate area requirement for parking lot, pavements, green areas, guard house and the like;

e) Assess the current unit construction costs of similar buildings around the location of the envisaged building and compute unit construction costs.

f) Using the prevailing unit construction costs, estimate the costs of the:
   - Basement
   - Building (ground -4th floor)
• Over ground parking lot
• Pavement
• Guard-house and
• Garden

g) Compute the total construction cost including contingency by breaking down into local and foreign currency components.

B. G+7 Building (Administration Building)

The end-uses of the G+7 building will include, among others:

• Head Offices of EMRDA
• Conference Hall
• Various Shops
• Offices to Rent

In addition to the activities mentioned under section A above, the consultant will undertake the following tasks.

a) Assess the current unit construction costs of similar buildings around the site of the project and compute unit construction costs of the building.

b) Using the prevailing unit constriction costs, estimate the costs of:

• Basement
• Building (Ground-7th floor)
• Pavement
• Guard-house
• Garden

Here it has to be noted that pavement, guard-house and garden will give common, services to the two buildings. However, their costs will have to be distributed to the two buildings in proportion to their total built up areas.
c) Compute the total constriction cost of the G+7 building including contingency by breaking down in to local and foreign currency components.

C. Aggregated Construction Cost

Show the aggregated constriction costs of the two buildings.

14.2.2 Market Analysis

- Assess the building rent market around Ayer-Tena and determine rent prices for the rentable rooms of the G+7 building.
- Ascertain the existence of adequate rent market for the building.
- Identify the target markets for the building
- On the basis of demand assessment, determine which floors of the building will be assigned to rental shops and offices.
- Compute the annual rental income to be generated from the building and forecast for five years.

14.2.3 Financial Analysis

- Assess the initial investment requirements of each building project and calculate the investment costs by classifying into:
  - Fixed investment,
  - Pre-operation expenditure, and
  - Working capital requirement
- Enumerate the necessary elements of fixed investment, pre-operation expenditures and working capital requirements, and estimate the cost of each element;
- Give the estimation of annual cash outlay plan of each building project
- Assess the potential sources of project financing and recommend on how the potential financiers can be approached;
- After analyzing the sources of the funds, provide the financing mix;
• Identify all the necessary operational cost categories of the envisaged training center and estimate the annual operating costs for at least five years;
• Summarize the costs by breaking down into investment costs and operating costs and depict them in local and foreign currency components;
• Explain when and how the investment and operating costs have to be secured.
• As securing of funds is the first activity to be undertaken after the approval of the project the consultant will have to suggest to the owner of the project to pay attention to this matter.
• Prepare the most appropriate financial statements for five years and explain the status of each financial statement and interpreted in the context of the nature of the organization.

14.2.4 Socio-Economic Benefits

The consultant is expected to elaborate the socio-economic benefits of the project and explain its contribution to improve the leadership and efficiency to be created to the beneficiaries and its contribution to the country’s strategy specially the GTP.

14.3 Implementation Plan

• Prepare the implementation schedules of the G+4 and G+7 building projects separately by indicating the activities sequentially, estimated duration of each activity and experts to be deployed for each activity; and
• Establish follow-up mechanisms for the implementation of the project to perform each activity as per the schedules.

14.4 Sustainability. EMRDA desires to be a sustainable institution and to launch various programs in the future based on the needs community. To that end, the consultant is required to undertake the following tasks.

   a) Identify the factors that will enable EMRDA in general, and the training center in particular, to be sustainable
   b) Design strategies on how EMRDA can attain sustainability level
c) Evaluate the incomes from the training center and the G+7 building rents against EMRDA’s fund requirement and its sustainability.

d) Identify sustainable sources of income for the training center

e) Identify the potential sources of funds and explain application of funds

f) Explain on how the cash-surplus (surplus fund) from the training center and the G+7 building can be applied

15. Conclusion and Recommendation

It is expected that concluding remarks given precisely. and sound recommendations put in place on the basis of the findings of the study.

16. Qualification and Experience of the candidate

To carry out the study the candidate firms should fulfill the following requirements. First degree and above in social science fields of study and well proven at least five years experience in conducting similar studies in the field under consideration. The candidate firm should also attach the CV of the professionals to conduct the study.

17. Deliverables

The detailed technical and financial proposals will be submitted separately. The technical proposal will contain the appreciation of the TOR, description of the methodology and approach intended to employ and other relevant information. The technical proposal should be a maximum of 70 pages other than the annexes written in Microsoft Arial 12 font size and submitted both in hard and soft copy.

18. Duration of the assignment

The overall assignment is scheduled to be finalized within two months (December 2012 to January 2012). The consulting firm is expected to present the zero draft by the last week of January 2013 including the amendments and comments made and submit the final document as per the agreement to be signed.