



**USAID/SENEGAL
INSTITUTIONAL CAPACITY DEVELOPMENT SPECIALIST
U.S. PERSONAL SERVICES CONTRACTOR (USPSC -LOCAL HIRE)**

1. **Solicitation Number:** SOL-685-15-000011
2. **Issuance Date:** 12/9/14
3. **Closing Date/Time:** 01/06/2015 at 17:00 p.m. (Senegal Time)
4. **Position Title:** **INSTITUTIONAL CAPACITY DEVELOPMENT SPECIALIST**
5. **Market Value:** **GS 13 (\$73,391 - \$94,108)**
Final compensation will be negotiated within the listed market value based upon the candidate's past salary history, work experience and educational background.
6. **Organization Location of Position:** Dakar, Senegal
7. **Direct Supervisor:** Program Office Director
8. **Supervisory Control:** Program Office Director
9. **Period of Performance:** Immediate upon receipt of security/medical clearances.
(The Personal Services Contract will be for 2 years, with options of three-one year extensions up to a maximum of five years, subject to continued need and availability of funds)
10. **Place of Performance:** USAID Senegal - Dakar, Senegal
11. **Security Access:** Secret
12. **Area of Consideration:** **USPSC - LOCAL HIRE**



A. OVERVIEW

To achieve our vision for development, USAID has embraced the international consensus expressed in the Paris Declaration, the Accra Agenda for Action, and the Busan Partnership Agreement that our work will not be sustainable unless we work in full partnership with local partners and tailor approaches to their context and challenges. Because of this realization, USAID has developed the Local Solutions Framework, which lays out USAID policy, principles and guidance for using, strengthening, and partnering with local actors purposefully, strategically, and cost-effectively to achieve sustainable development results.

To strengthen Mission adherence to the Local Solutions Framework, USAID/Senegal is seeking an Institutional Capacity Development Specialist, to guide Mission efforts across the portfolio in project design, oversight, reporting, and learning, to maximize results under the Mission's local solutions agenda. To accomplish this goal, the Institutional Capacity Development Specialist will support Health, Economic Growth, Governance, and Education teams, and all Mission support offices, to continue to use and strengthen partner country institutions and organizations. The Specialist will also support a shift in our approach, to move from a model where USAID plays a driving role in developing strategies and designing, managing and evaluating programming, to a more facilitative model that orients our strategic priorities and programming around identified local needs. Long term, we seek to support the growth and expansion of inclusive, accountable local systems that can sustain their own development.

B. BASIC FUNCTION OF THE POSITION

The Institutional Capacity Development Specialist is charged with guiding Mission wide efforts to increase the capacity of local partners – in the government, civil society, and private sector, both technically and operationally, to better achieve development results.

The Institutional Capacity Development Specialist is a key member of USAID/Senegal and serves as the lead Local Solutions (LS) expert for the mission. The Institutional Capacity Development Specialist is a highly-qualified, highly-skilled technical expert who possesses the skills required to devise and implement innovative approaches to support LS activities in Senegal. With a strong background in public sector and civil society institutional capacity development the Institutional Capacity Development Specialist will work on USAID-supported LS projects, including serving as a Contracting Officer's Representative (COR) for one or more of the Mission's LS activities, including the new LS Blanket Purchase Agreement (BPA).

S/he will work in close coordination with the USAID/Senegal Mission Management Team, other activity managers and staff who support local partners through organizational assessments, risk mitigation plans, as well as provision technical training and mentoring. The Institutional Capacity Development Specialist will also be responsible for maintaining close working relationships with USAID/Washington Local Solutions staff as well as other donors and public and private sector organizations in Senegal engaged in Local Solutions efforts. S/he will work to engage USAID/Senegal staff toward their Strategic Goal: *Strengthen and use host country systems to increase and sustain the capabilities (Financial, Management, Organizational, Technical -- FMOT)*



of targeted Senegalese entities (all levels of government, NGOs, private sector) to transform funds and other resources into development results (goods and services) in a timely manner.

C. MAJOR DUTIES AND RESPONSIBILITIES

I. Manage the USAID/Senegal LS program (30% of time):

1. Manage LS funds; oversee budget; and identify opportunities to leverage additional resources.
2. Ensure close and effective coordination of the LS program with the respective technical and support offices to ensure LS efforts are integrated into Mission programming.
3. Convene and lead regular meetings of the USAID/Senegal LS Team to discuss LS assessments, action plans, capacity building, upcoming and ongoing projects, and trainings.
4. Update Senior Management at biweekly Senior Staff meetings.
5. Provide Development Outreach and Communications (DOC) Advisor with weekly LS updates.
6. Recruit Mission staff for the LS team.
7. Organize and facilitate quarterly all hands meetings to update staff on LS and USAID/Forward progress.

II. Provide technical assistance in LS and coordinate Mission LS processes (40% of time):

8. Lead LS Team to formalize and implement USAID/Senegal's LS strategic plan, linking team members to ongoing LS efforts in their backstops/areas of expertise.
9. Provide direct assistance and/or coordinate with LS Team members to provide assistance on the following activities for USAID/Senegal:
 - Conduct research on LS questions on behalf of Mission Management and Technical Teams.
 - Maintain the Local Organizations database.
 - Assist with the design of projects involving LS.
 - Serve on Technical Evaluation Committee (TEC) panels with LS components/focus.
 - Lead/serve on PFMRAF Stage 2 assessments.
 - Conduct organizational capacity assessments (OCAs) of new or existing local partners. Train USAID staff to be OCA experts.
 - Create and strengthen linkages with other USAID missions, donors, GOS and NGOs on LS.
 - Support local organizations and government partners in implementing their risk mitigation and/or capacity development plans.
10. Identify needs, organize and facilitate local/mission-level training on LS.
11. Utilize the LS Team to establish a LS Community of Practice that increases linkages and encourages the sharing of lessons learned on LS within the Mission and Region.
12. Advise Mission staff regarding good practice in engaging local systems
13. Advise on Mission risk assessment processes to take better account of rewards and risks and to better enable resources allocation where most likely to catalyze sustained development



III. Communications, Program Development, and Reporting Responsibilities (30% of time):

14. Establish and maintain contact with relevant LS staff in other Missions, USAID/Washington, Senegalese government, local and international organizations, and other entities working on LS in Senegal.
15. Conduct site/monitoring visits, in partnership with technical officers, to review program implementation and meet with local awardee organizations. Based on the information collected during field visits, communicate findings and recommendations to Mission Management, program office, and implementing partners and, as appropriate, Government of Senegal (GOS) counterparts.
16. Provide technical assistance to local partners and/or engage Senegal Mission staff in the provision of assistance, as appropriate, to ensure effective management of their USAID award.
17. Implement capacity development to Department of State Self-Help grantees under the Memorandum of Understanding between USAID/Senegal and Embassy/Dakar. Create similar MOUs with other USG actors in Senegal e.g. Peace Corps.
18. Provide strategic technical advice for, and prepare portions of, key planning and budget documents, such as the Operational Plan (OP), Performance Plan and Report (PPR), Congressional Notifications, etc.
19. Coordinate with other development partners that are funding LS efforts in Senegal, working to ensure USAID efforts complement rather than duplicate; meet with groups of development partners as well as key individuals to discuss and develop strategies on matters of common and mutual interest. Work with support and technical office G2G focal points.
20. Seek opportunities to explore new Mission-supported options such as the development of public/private partnerships (PPP) in support of LS in Senegal. Work with the PPP Advisor.
21. Prepare correspondence, briefings, and memoranda related to implementation, management, and evaluation of LS activities.
22. Assure implementation of a system to track Mission contributions to the strength and sustainability of local systems.
23. Monitor conduct of Organizational Capacity Assessment (OCA) for new local partners, ensure dissemination of consolidated assessment information to Mission managers and in portfolio review and other results reporting procedures.
24. Related assistance as requested.

D. MINIMUM QUALIFICATIONS

The incumbent should meet the following requirements in education, work experience, knowledge, and skills and abilities to be able to carry out the aforementioned duties and responsibilities

1. Education: A university degree in an area related to Organizational Development, Management, Business Administration, Government/Political Science, Non-Profit Management, or other related field is required. Master's degree in one of the above fields is desirable. Professional training and experience related to one of the following fields is required: organizational development, leadership development, organizational capacity assessment, public sector



financial management and control, process re-engineering, mapping and planning, and strategic planning.

2. Prior Work Experience: Eight years (minimum) of progressively responsible professional experience in relevant areas related to public sector or civil society strengthening.
3. Language Proficiency: Level 4 English; Level 4 French; familiarity with Local languages desirable
4. Knowledge: Expert level knowledge and application of non-profit organization administration, public sector planning, budgeting, financial management, personnel, and administration systems, organizational capacity assessments and organizational capacity building. Incumbent is expected to be an expert, consulted by Mission management and high level Government of Senegal partners, on institutional capacity building, Local Solutions and Government to Government programming and USAID policy, details of project design to maximize capacity development, characteristics and methods of evaluating capacity development results, and applying the results of assessments and evaluations to on-going and future projects. Knowledge of, or the ability to quickly gain such knowledge, of USAID regulations related to grants or contracts through host country systems or local organizations and USAID procedures related to program design, administration, evaluation and related areas.
5. Abilities and Skills: Must possess strong negotiation, written and oral communication, and interpersonal skills (required). The incumbent is required to be able to: 1) demonstrate strong analytical and writing skills; 2) present technical information in concise written and oral form; 3) coordinate programs and visits independently; 4) organize formal training for USAID staff and partners; 5) demonstrate proficiency in word processing, spreadsheets, databases and other computer applications (i.e. Microsoft Office, Excel, PowerPoint, Access, etc.). The candidate must also have the ability to maintain contacts at all levels with USAID, partners, and with stakeholders and report on their performance and concerns. He/She must also have excellent management, interpersonal and teamwork skills.
6. Communication Skills: proven ability to work as a member of a team and to foster teamwork is required, as is the ability to develop and maintain productive working relationships at all levels, including with USAID/USG staff and colleagues, ministerial-level officials in the Government of Senegal, the heads of other donor agencies, and leaders of the NGO and corporate community. Demonstrated ability to communicate effectively through oral presentations and briefings, written reporting and analysis, and information technology tools. Demonstrated ability to lead policy and/or program negotiations and dialogue with host country officials.
7. Scope and Effect: The Advisor serves as the primary responsible Officer in the development, monitoring, and reporting on USAID/Senegal's "local systems" agenda to USAID/Washington, USAID/Senegal, U.S. Embassy Dakar. This represents 22% of the



Mission's OYB for FY2013 (\$22million U.S). The Advisor will represent the Mission at conferences, workshops, and to USAID/Washington senior leadership on issues relating to local capacity strengthening.

E. POSITION ELEMENTS:

- 1. Physical Condition:** USAID prohibits discrimination in hiring and employment on the basis of physical or mental impairment. USAID promotes, with reasonable accommodation, the full realization of equal employment opportunities for the disabled in recruitment, promotion, assignment, and training.
- 2. Supervision Received:** The Specialist will work under the general supervision of the USAID/Senegal Program Office Director. The incumbent is expected to work with a high degree of independence, and be considered an expert, consulted by specialists and senior managers. S/he must be able to establish priorities, set, adhere, and engender compliance from other staff on deadlines, and perform responsibilities and duties with minimal guidance. Very general guidance is provided periodically. Once general assignments are set, the incumbent is required to exercise extensive judgment in planning and carrying out tasks, including the specific approach to be taken, the resolution of problems and conflicts, and the meeting of deadlines. Completed work is only reviewed for conformance. The Specialist is expected to establish an annual work-plan with appropriate objectives and performance measures; review own work outputs and deliverables to ensure compliance with Agency policies, and implementation of best practices; and seeking input independently from USAID/Senegal staff, managers, and external stakeholders.
- 3. Available Guidelines:** The Specialist is required to understand Mission and Agency-specific policies and procedures which govern program activity management in addition to the USAID/Senegal established administrative operating procedures, policies and formats. Oral guidance from the immediate Supervisor and specific detailed instructions will be given (when necessary) for carrying out unique assignments. The incumbent will be required to be proactive in keeping abreast of evolving guidelines and policies which affect the activities related to Local Solutions activities and policy, including but not limited to the Automated Directives System (ADS), Mission Orders, Mission Notices, USG Procurement regulations, and USAID Program Strategy and Policy Documents. In addition, the Mission Director, Deputy Mission Director, USAID/Senegal Program Office team members, support teams such as Financial Management, Executive Office, Procurement Office and Regional Legal Advisor and counterparts in USAID/Washington are available as resources to provide advice and guidance.
- 4. Authority to Make Commitments:** The Specialist will have no independent authority to commit U.S. Government (USG) funds on behalf of the U.S. Government or the USAID/Senegal. The Specialist will function as AOR/COR for at least one award valued at approximately US\$1 million per year.



5. **Post Entry Training:** The incumbent will be required to take trainings in: Programming Foreign Assistance, Program Design and Management, and COR/AOR certification.
6. **Exercise of Judgment:** As there is no ‘one-size-fits-all-approach’ to increasing local ownership of development, the Specialist must apply a high level of sound independent judgment in all aspects of work, including solution to financial problems and in managing a large staff. In instances not clearly covered by written guidelines, the incumbent will use her/his own personal, well-informed, judgment and ingenuity to interpret the intent of guides in devising innovative approaches to resolving technical, administrative, managerial and/or policy problems. Excellent (balanced) judgment must be exercised in setting priorities. The use of initiative, discretion, and patience is expected from the incumbent in dealing with USAID personnel as well as representatives from other USG agencies and donor organizations to resolve problems that arise during the course of work for which there is often no clear or immediate solution. In addition, considerable judgment is required in working effectively with officials of the Ministries and the private sector from Senegal, coordinating efforts in support of USAID/Senegal objectives, and in collecting, analyzing and reporting on progress of activities and recommending project design actions. The incumbent will also be required to follow and adhere to the Agency's Code of Ethics and Conduct.
7. **Nature, Level and Purpose of Contacts:** The Specialist is required to maintain solid working relationships with various USAID and USG Offices, relevant GOS Ministries, and other donors. Specifically, the Specialist will be required to work closely with: 1) USAID Program Office; 2) USAID Office of Assistance and Acquisition; 3) USAID/Senegal technical offices; (4) the Office of Financial Management. The Specialist will be expected to develop and maintain various relationships throughout all relevant Ministry’s (Finance and Plan, Agriculture, Health, Governance, Education, etc.). Additionally, the Coordinator must develop working relationships in order to solicit feedback and participation from the NGO and Civil Society communities.

The purpose of contact will be to: 1) collect, obtain, and verify factual information pertaining to USAID/Senegal’s activities; 2) maintain open lines of communication in support of Foreign Assistance issues as related to USAID’s Local Solutions agenda; and 3) solicit stakeholder feedback in all areas related to promotion of effective Local Solutions approaches to achieving development results. Interactions will concern information gathering and developing new projects with various partners. Consultations between the incumbent and partners will be held for explaining and assisting with strategizing Project Design related documents and objectives, securing cooperation, resolving problems, obtaining or furnishing information, defending or negotiating controversial issues among stakeholders with diverse opinions, and persuading USAID staff and counterparts to take actions and accept recommendations.



- 8. Supervision Exercised:** The Institutional Capacity Development Specialist does not have regular supervisory responsibility but as the leader of the Mission’s LS agenda, will recruit and maintain membership and momentum of the LS team. Position requires team leader responsibilities, leading/coordinating work of other professional staff, without the benefit of supervisory relationships, which will make the team leader role more challenging.
- 9. Time Required to Satisfactorily Perform Full Range of Duties after Entry into the Position:** One year

F. SELECTION CRITERIA

Applicants meeting the required qualifications for the position will be evaluated based on information presented in the application and obtained through reference checks. Following is the evaluation criteria for this position:

Education (5 points)

Candidates must possess a Bachelor’s Degree in international development, social or behavioral science, public policy/administration with a concentration in public services, or communications, or other related field of study.

Knowledge/Experience (40 points)

- A minimum of 8 years relevant professional experience in program design (and/or management) with developing countries, including experience in institutional capacity assessment and strengthening.
- Demonstrated knowledge of policy, technical and operational aspects of development assistance, and local partner/sustainability practices.
- Direct work experience with an international organization and/or donor agency; a thorough working knowledge of USG operations, regulations, policies, procedures and programs desirable.
- Demonstrated experience working with high level host country counterparts, in-country program managers, policy makers and public service providers and community leaders (including non-governmental organizations, faith-based and community-based organizations, and the private sector)

Skills/Abilities (40 points)

- Superior writing skills.
- Strong interpersonal and communication skills including ability to collaborate with host-country officials and interact with partners, contractors and other stakeholders at senior levels.
- Proven ability to work effectively in a team environment and communicate highly technical information to both expert and lay audiences, and achieve consensus on policy, project, research, and administrative matters.
- Ability to readily understand, analyze and discuss issues around institutional capacity strengthening and development practices. Ability to facilitate meetings and make oral presentations logically and persuasively to senior officials and partners in a multi-cultural context.



Language Skills (15 points) Level 4 English; Level 4 French; familiarity with Local languages desirable

Annex 1: References

[http://www.usaid.gov/sites/default/files/documents/1868/Frequently%20Asked%20Questions%20with%20LS%205-28-14%20\(1\).pdf](http://www.usaid.gov/sites/default/files/documents/1868/Frequently%20Asked%20Questions%20with%20LS%205-28-14%20(1).pdf)

<http://www.usaid.gov/policy/local-systems-framework>

NOTICE TO APPLICANTS: USAID reserves the right to obtain from previous employers relevant information concerning the applicant’s past performance and may consider such information in its evaluation.

I. INSTRUCTIONS TO APPLICANTS

Medical and Security Clearances: The selected applicant **must** be able to obtain security and medical clearances within 45 days of being offered the contract. US Citizens must obtain USG security clearance level of Employment Authorization. An employment authorization may be upgraded to a secret clearance, if required, at a later stage. For medical clearances, the US Citizens must be able to obtain Department of State Class 1 Medical Clearance.

INSTRUCTIONS TO APPLICANTS:

Applications must be received by the closing date and time at the address specified in the cover letter or they will not be considered eligible for evaluation or award, unless the Contracting Officer determines that the documents were mishandled by the receiving agency or there is acceptable evidence to establish that it was received by the Government installation prior to the time and date specified in the solicitation. You are directed to Federal Acquisition Regulation, Part 15.208 “Submission, modification, revision, and withdrawal of proposals” for further information.



Applications must be sent to the following email address:

usaiddakar-hr@usaid.gov

Attn.: Samuel Carter
Sup. Regional Executive Officer
USAID/Senegal

To ensure consideration of applications for the intended position, please reference the solicitation number in the application, and as the subject line in any cover letter and/or email, as well as using the address/delivery point specified in this solicitation. The highest ranking applicants may be selected for an interview.

The position will be filled subject to availability of funds.

List of REQUIRED Forms

Qualified individuals are requested to submit a U.S. Government Standard Form Optional Form (OF) 612. OF 612 is available at the USAID web site, on www.usaid.gov/forms. Applicants are required to sign the certification at the end of the OF-612. Applications that are received without a signature will not be considered for the position. Applicants that submit their application by e-mail without an electronic signature must send a fax or scanned copy of the signature page in order for their application to be considered for this position. Applicants shall submit a résumé or curriculum vitae and write a brief appendix to the OF-612 to demonstrate how prior experience and/or education and training address the Evaluation Factors listed above.

The following forms shall be completed only upon the advice of the Contracting Officer that an applicant is the successful candidate for the job. A prerequisite for employment is a medical clearance and completed background investigation that reflects one's qualification for employment authorization.

- Medical History and Examination (08-1843).
- Questionnaire for sensitive Positions (for National security) (SF-86); or
- Questionnaire for Non-Sensitive Positions (SF-85).
- Finger Print Card (FD-258).

References:

Three (3) to five (5) references, who are not family members or relatives with working telephone and e-mail contacts are required. The references must be able to provide substantive information about an applicant's past performance and abilities. USAID reserves the right to obtain past performance information from any source. If an applicant does not wish for the current employer to be contacted as a reference check, this should be stated in the applicant's cover letter and OF-612. Reference checks will be made only for applicants considered highly rated.



Benefits and Allowances:

As a matter of policy, and as appropriate, a USPSC is normally authorized the benefits and allowances listed in this section. [NOTE: A contractor meeting the definition of a U.S. Resident Hire PSC, shall be subject to U.S. Federal Income Tax, but shall not be eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances].

A. Benefits:

- (1) Employee's FICA Contribution
- (2) Contribution toward Health & Life Insurance
- (3) Vacation & Sick leave (only earned for actual work days)

B. Federal Taxes: US PSCs are **not** exempt from payment of Federal Income taxes.

Acquisition and Assistance Policy Directives (AAPD) and Contract Information Bulletins (CIBs) pertaining to PSCs.

Please refer to the web site below to find the AAPDs and CIBs that apply to this contract. At the home page, please click on Personal Services Contracts.

http://www.usaid.gov/business/business_opportunities/cib/subtlect.html

EQUAL EMPLOYMENT OPPORTUNITY: The US Mission in Senegal 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/Senegal 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.