

SOLICITATION NUMBER: SOL-617-16-000014
ISSUANCE DATE: August 19, 2016
CLOSING DATE: September 19, 2016, 16:45 Kampala Time

SUBJECT: (Re-advertized) Solicitation for Personal Services Contractor (PSC) Senior Learning Advisor, GS-14

Dear Prospective Applicants:

The United States Government, represented by the U.S. Agency for International Development (USAID)/Uganda, is seeking applications from U.S citizens and Resident Aliens off shore, or local hire American nationals and Resident Aliens (residing in Uganda) and Third Country Nationals interested in providing PSC services as described in the attached solicitation.

Applications must be in accordance with Attachment 1, Sections I. through V. of this solicitation. Incomplete, unsigned or late applications will not be considered.

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

Any questions may be directed to Grace Nakaddu, gnakaddu@usaid.gov.

Sincerely,

Nancy Kleinhans
Contracting Officer

ATTACHMENT 1

I. GENERAL INFORMATION

1. **SOLICITATION NUMBER:** SOL-617-16-000014
2. **ISSUANCE DATE:** August 19, 2016
3. **CLOSING DATE:** September 19, 2016
4. **POSITION TITLE:** Senior Learning Advisor
5. **MARKET VALUE:** \$87,263-\$113,444, equivalent to GS-14
Final compensation will be negotiated within the listed market value.
6. **PERIOD OF PERFORMANCE:** Two years
7. **PLACE OF PERFORMANCE:** Kampala, Uganda
8. **SECURITY LEVEL REQUIRED:** Employment Authorization
9. **STATEMENT OF DUTIES:**

A. BACKGROUND

USAID/Uganda is seeking to hire a full-time U.S. Personal Services Contractor (PSC) or Third Country National (TCN) Senior Learning Advisor, to lead the Mission to transform itself into an adaptive learning organization – one that captures, disseminates, and effectively utilizes knowledge gained from experience; generates data through research and evaluations to determine what does and does not work in development assistance; uses evidence-based program management decision-making; and operates in a highly collaborative and effective development organization.

The Senior Learning Advisor will play a continuous and central role in implementing and adapting a highly-participatory and intellectually-rigorous approach to implementing the Mission's second Country Development Coordination Strategy (CDCS). CDCS 2.0 is a highly-integrated strategy that requires sophisticated knowledge of development theory, systems thinking, organizational change management and Collaborating, Learning and Adapting (CLA). As such, it requires a full-time senior professional subject-matter expert who can guide and advise Mission Management and offices in its real-world implementation through strong internal and external collaboration and stakeholder engagement, iterative learning from ongoing programs, as well as external resources, while facilitating ongoing iteration and adaptation within the Mission's programming and its organizational processes, structures and practices. The quality of this guidance will determine to a large extent the cost-effectiveness of the U.S. Government's (USG) investments in Uganda.

Given the number and scale of Uganda's development challenges - which include high levels of unemployment, poverty and disease burden; low economic productivity and education levels; inadequate and poor-quality economic and social-service infrastructure; and widespread corruption and ineffectiveness in public-sector institutions - USAID/Uganda's development assistance portfolio is

correspondingly complex and broad in scope. In FY2015, overall USG assistance to Uganda exceeded US\$800 million, with USAID's assistance making up over US\$355 million of that total. The USAID program currently includes 65 active acquisition and assistance awards, with a total multi-year portfolio value of over US\$1.5 billion. The Mission's assistance program covers four of the five USAID-State Department Strategic Framework Functional Objectives; namely: Peace and Security (Conflict Prevention and Mitigation), Governing Justly and Democratically (Democracy, Human Rights, and Governance), Investing in People (Health, HIV/AIDS, Youth, and Basic Education), and Economic Growth (Private Sector Development, Agriculture and Environment). The portfolio includes many of the largest presidential initiatives, including the President's Emergency Plan for Aids Relief (PEPFAR), the President's Malaria Initiative (PMI), Feed the Future, and Global Climate Change.

Additionally, USAID/Uganda has spent the last four years developing a set of activities and interventions that seek to advance the organization as a 'Mission of Leaders,' with a goal of enhancing personal and team effectiveness through leadership behaviors and competencies. These include the development of a Leadership Charter that outlines the set of behaviors needed to make the Mission an agile, responsive and adaptable organization, and to succeed in achieving USAID's development objectives in Uganda. Other activities have included Mission-wide retreats focused on team-building and inter-team relationships, executive coaching, as well as periodic diagnostics to gauge staff engagement and organizational climate, for example. The Senior Learning Advisor will be instrumental in the continued design, implementation and continuous improvement of these organizational development activities within the Mission, as well as developing strategies for engaging key external stakeholders in activities and platforms which similarly enhance USAID's partnership and collaboration in Uganda.

The Senior Learning Advisor will serve as the Mission focal point for all of these efforts. As all of them involve a certain organizational behavior-change requirement the advisor must have the necessary professional credibility and gravitas to effectively identify the need for change, articulate that knowledge to a non-expert audience, and provide persuasive argumentation that will motivate Mission staff to accept and enact the changes. The Mission also looks to this position to ensure that USAID/Uganda is abreast of emerging practices and relevant advancements in organizational behavior, including but not limited to the international development industry.

The incumbent is expected to serve as an especially experienced organizational learning and knowledge management professional, USAID's Senior Learning Advisor duties will be associated with guiding USAID/Uganda's staff and senior management team on how to realize progressive, CLA-oriented program design, management, monitoring and adaptation practices through USAID's CDCS 2.0 implementation, 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.

A primary means of advancing USAID/Uganda's CLA effort is by directing a range of resources, platforms and practices among USAID staff, implementation and Ugandan development partners that will 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 uptake 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/Uganda 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/Uganda’s broader understanding and application of CLA and organizational learning and improved effectiveness.

B. BASIC FUNCTION

The position is located in USAID/Uganda’s Program and Policy Development Office. The primary purpose of this position is to provide leadership, guidance, and overall direction to USAID/Uganda’s Organizational Development and Learning efforts, including strengthened monitoring and evaluation, enhanced internal and external collaboration, as well as adaptive and change management approaches that contribute to the achievement of USAID/Uganda’s development outcomes.

The Advisor is USAID/Uganda’s principal champion and coordinator advancing the principles and practices of Collaborating, Learning and Adapting (CLA). This includes identifying, designing, managing and continuously evaluating the Mission’s implementation of CLA at various programmatic levels, and across the whole of USAID/Uganda’s portfolio. In close collaboration with Program Office colleagues, particularly the Program Development Officer and the Monitoring and Evaluation Specialist, the incumbent will foster strong, professional relations with key staff from all technical offices and key, external partners and stakeholders. S/he will be responsible for cultivating and harnessing the views and perspectives of a core cohort of USAID staff and external issue matter experts who can contribute to/and or operationalize a range of other processes to achieve the objectives noted above.

C. STATEMENT OF DUTIES AND RESPONSIBILITIES

(1) Develop, Manage and Coordinate Organizational and Program Learning Opportunities (35%)

Plan, establish, and direct a wide range of organizational interventions (special studies, after action reviews, Partners meetings, organizational learning surveys, on-line engagements) to inform and advance advancing USAID/Uganda’s CLA Plan, to facilitate overall CDCS implementation. Develop guidance and make contributions towards:

- Organizational development interventions that fall within USAID/Uganda’s ‘Mission of Leaders’ approach, including staff trainings, retreats, coaching and staff transition/knowledge transfer support
- Language for funding agreements, work plans and related partner-oriented tools that emphasizes collaborating, learning and adapting.
- Development of stakeholder engagement strategies and as part of project design to leverage the resources and actions of other development actors.
- Implementation of the learning aspects of new Program Cycle guidance, emphasizing adaptive management approaches (CDCS, project design, program performance management, M&E).
- Enhanced M&E approaches to supplement common and established key indicators with outcome mapping and other approaches that support continuous review and iterative course correction/adaptation.

Refine and implement the Mission’s CLA Plan, managing and/or coordinating with key support contract resources to address strategic priorities as articulated in the CDCS. Provide valuable learning leadership to USAID staff, implementing partners and other stakeholders. Identify ways to reduce knowledge sharing barriers, e.g. through application of e-sharing and learning tools, creation of Communities of Practice and support to USAID’s (internal) Mission Leadership Council and (external) Advisory Board(s), peer and cross-learning and other contemporary, effective learning techniques and opportunities.

Coordinate with key Program Office, M&E, and GIS staff to provide guidance to USAID technical teams on stakeholder engagement, research design and methodologies, applied research studies, learning reviews, evaluations, knowledge capture and sharing, and application of learning to program and project design and management.

Work closely with Program Development Officer and technical teams to articulate development hypotheses and theories of change at appropriate and varied levels, plan for testing those hypotheses, and contribute to practices that build adaptive, iterative approaches into project designs. Based on implementation results, new learning and stakeholder feedback, work across Mission with Program Office and Technical teams to ensure appropriate feedback loops, guide iterative course corrections and ensure ongoing and evolving alignment of portfolio with strategy.

Seek opportunities to advance USAID knowledge management and learning activities to ensure rapid, effective sharing and application of learning in topics of keen interest to USAID/Uganda (i.e. methods for realizing effective local governance, increasing women's influence in households, nutrition and agriculture, 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.

(2) Stakeholder Engagement, Communication and Information Dissemination (35%)

Improve outreach to and reception by USAID technical teams, implementing partners, civil society, academic and research institutions, other donor agencies, and GOU. Establish professional relations with key, in-country development 'savants' who can serve as KM and organizational learning advisors to learn from USAID's execution of the CDCS.

Ensure activity design and program development documents engage a wide range of stakeholders, facilitate strategic collaboration and knowledge exchange, and promote learning opportunities that improve USAID's understanding of the Ugandan development context and thus more purposeful application of experiential, codified learning to strengthen USAID's development interventions.

Develop guidance, processes and practices to support USAID staff in engaging with implementing partners and other stakeholders collaboratively as knowledge peers.

Support identification and implementation of opportunities to link USAID's contributions to Uganda's development to the activities of other bilateral and multilateral donors, private sector and non-government organizations, and government counterparts and civil society actors.

(3) Research and Learning Design and Analysis (30%)

Collaborate with Mission teams to conceive, plan, and conduct pioneering analyses, evaluations, learning reviews, or investigations/after action reviews in program areas of key learning importance to USAID. Foster relations with key stakeholders and partner institutions – donors, academia, and GOU stakeholders – to identify potential areas for shared learning, and to enable broad take-up and application of findings.

In collaboration with USAID Senior M&E staff and Program Office team members, serve as a key leader in USAID's evaluation and learning efforts, defining areas of study and considering evaluation approaches, managing learning reviews, reviewing approaches and co-evaluating study results with others for determining conclusions and organizational implications.

Determine feasibility, timing, technical approach, resources required and management of specific study proposals. Drawing on study and evaluation results, and implementation experience, ensure that project indicators and targets are grounded in evidence, while also working to expand USAID's and partners' ability to capture and measure types of evidence that typically elude traditional M&E approaches.

Originate and establish new study designs or techniques that emphasize stakeholder engagement and/or meet the need for assessing and measuring progress for qualitative and impact-level results in a complex development landscape. In particular, seek advances in learning and evaluation that contribute substantially to further developments, or that solve problems of great importance to the field, USAID or the public. Serve as a top technical expert and recognized authority in the field and advise and consult on a national level.

Travel within Uganda is required.

D. POSITION ELEMENTS

- 1. Supervision Received:** USAID's Senior Learning Advisor works under the guidance of the US Direct Hire Supervisory Program Officer or designate. Assignments are made orally and in writing. The contractor is typically delegated complete 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 contractor are normally reviewed by management officials for potential influence on broader USAID strategy and results expected. Most assignments are self-generated, and occur in the normal course of the work. The Advisor exercises independence in most phases of the assignment, but determines those situations that must be coordinated with either others or the supervisor. The supervisor provides a review of the assignment, the goals and objectives to be achieved, and the results expected. The Advisor seeks advice and assistance as required. Complete work is accepted as technically correct, and the overall assignment is reviewed in terms of results achieved.
- 2. Post Entry Training:** On-the-job training will be provided relating to USG-specific procedures, regulations, and methods. Appropriate training courses will be offered, subject to course offerings and the availability of funds. The contractor shall annually complete Financial Disclosure Report (OGE 450 form). The contractor shall attend mandatory annual Ethics training conducted at USAID/Uganda by the Resident Legal Officer. The Contractor shall also be required to attend and successfully complete the mandatory Contracting/Agreement Officer Representative (COR/AOR) training and USAID Acquisition and Assistance courses. Other project management and implementation training will be provided when available and as needed.
- 3. Available Guidelines:** USAID regulations (including the Automated Directives System) provide broad guidelines as to the conduct of work related to the duties described above. USAID has other documents and background papers on its current and future CDCS, CLA, organizational development monitoring, evaluation and learning which will serve as critical resources.
- 4. Exercise of Judgment:** The contractor works with a high level of independence in advancing USAID's CLA agenda, though in close collaboration with staff associated with monitoring and evaluation, in particular, and sometimes senior USAID managers. 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.

5. **Authority to Make Commitments:** The Contractor must not make any unauthorized commitments for the USG. However, the Contractor retains the authority given to Activity Managers in USAID and may make administrative arrangements and determinations consistent with ADS guidance and Mission policy. The Advisor must take action and establish priorities based on available guidelines and professional judgment. Guidance should be sought when needed, and the supervisor informed of activity and project status. The Advisor will on occasion be required to negotiate *ad referendum* for the supervisor.
6. **Nature, Level, and Purpose of Contacts:** Contacts are maintained with Mission personnel, USAID Implementing Partners, AID/Washington (as requested) and the GOU under the guidance of the PPD Office and PPD Team Leader.
7. **Supervision Exercised:** The contractor shall exercise full range of normal supervision over Mission staff including the Program Management Specialist (Knowledge Management), 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.
8. **Sunday Pay:** Sunday pay is not authorized under this contract.
9. **Support Items:** The contractor will be provided with the support services, equipment, and supplies necessary to perform the work.

II. MEDICAL AND SECURITY CLEARANCE

The successful Applicant must obtain a U.S. Government "Employment Authorization" security clearance and medical clearance. If such clearances are not obtained within a reasonable time or negative suitability issues are involved, any offer may be rescinded.

III. REQUIRED QUALIFICATIONS AND SELECTION CRITERIA

In order to be considered for the position, an Applicant must be a US citizen or Third Country National. The Applicant must meet the minimum qualifications listed below. Consideration and selection will be based on a panel evaluation of the evaluation criteria below.

Only top ranked Applicants will be interviewed. Reference checks will be conducted on those Applicants selected for interview. The Applicant’s references must be able to provide substantive information about the Applicant’s past performance, skills and abilities. A writing exercise or sample may be requested and will also be included in the overall evaluation of the below criteria.

USAID/Uganda will not reimburse expenses associated with the application and evaluation process (e.g. interviews, writing samples, writing tests).

Candidates will be scored and ranked based on the following selection criteria:

A. EDUCATION (20%)

A university Bachelor's degree in International Relations, Business, Economics, or a related field and a Master's Degree in the field of Organizational Learning or Development Assistance such as Business or Development Administration, Knowledge Management, Political Science, Economics, Development Studies or a related field is required.

B. PRIOR WORK EXPERIENCE (30%)

A minimum of ten (10) years of progressively responsible, professional experience in organizational or action learning, development, consulting, and/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.

C. KNOWLEDGE (20%)

Understanding of the economic, social, cultural and political characteristics of development and developing country contexts required;

Ability to quickly acquire a thorough understanding of USAID's current CDCS programming objectives, cross-cutting approaches, priorities and guiding principles, results expected, planning and reporting systems and the key lines of investigation and learning;

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, highly desirable.

D. SKILLS AND ABILITIES (20%)

Demonstrated passion for facilitating and creating individual, team and organizational learning, change and advancing foreign aid effectiveness opportunities;

Demonstrated conversation and presentation skills that can influence decision makers and foster organizational change, as well as the ability to implement and adjust them within a complex organizational setting;

Demonstrated abilities and track record in strategic, systems and holistic thinking, managing resistance to change and understanding of organizational culture and behavior, learning and change management;

Ability to serve as an effective USAID representative with a wide array of individuals and institutions essential;

Strong writing skills and ability to prepare clear, substantive reports and briefing papers in English, in a timely manner;

Familiarity with a wide range of issues, such as program evaluation, gender-constraints to development, agriculture, community development, economic and democracy and governance.

E. LANGUAGE PROFICIENCY (10%)

Level IV (fluent) English language proficiency, speaking and writing required. Superior writing skills highly desirable.

10. PHYSICAL DEMANDS

The work requested does not involve undue physical demands.

11. POINT OF CONTACT

Grace Nakaddu at gnakaddu@usaid.gov

IV. APPLYING

1. Qualified individuals **MUST submit:**

- Completed and signed U.S. Government [Form AID 302-3](http://www.usaid.gov/forms/) available websites shortcut to: <http://www.usaid.gov/forms/>; the previous Application Forms OF-612 and SF-171 are not required.
- Curriculum vitae/resume specifically addressing each selection criterion as outlined in the solicitation;
- Three (3) professional references (e.g. supervisor, peer and/or subordinate in current or previous employment) with current email address and telephone number.
- Alien (resident in Uganda) must attach a copy of a valid work permit.

2. Applications must be received by the closing date and time as specified in Section I, item 3, and submitted to the Point of Contact in Section I, item 11.

3. Applications must be submitted by email to gnakaddu@usaid.gov copy to aocen@usaid.gov. No other form of submission will be permitted (e.g. courier, fax or hand delivery). The US Government will not be responsible for incomplete/corrupted or missing information in electronic submissions and these applications may not be accepted. USAID will only confirm receipt and print out the electronic submission. USAID will not ensure quality or completeness of electronic files attached to the e-mails. The Applicant assumes all risk related to an electronic submission. Late applications or delayed electronic submissions will not be accepted.

4. To ensure consideration of applications for the intended position, Applicants must prominently reference the Solicitation number in the application submission.

V. LIST OF REQUIRED FORMS FOR PSC HIRES

Once the CO informs the successful Applicant about being selected for contract award, the CO will provide the successful Applicant instructions about how to complete and submit the following forms.

- (A) Medical Form (DS Form 6561)
- (B) EQIP Questionnaire for Sensitive Positions (for National Security (SF-86) or
- (C) EQIP Questionnaire for Non-Sensitive Positions (SF-86)
- (D) EQIP Signature Forms (3-CER, REL, MEL)
- (E) Finger print Card (SF-87) (available from requirements office)
- (F) AID 6-85 (Foreign Residence Data)

VI. BENEFITS/ALLOWANCES

1. Benefits:

- Employee's FICA & MEDICARE contributions
- Contribution toward Health & Life Insurance
- Pay Comparability Adjustment
- Annual Increase (pending a satisfactory performance evaluation and except if at the top step of the grade)
- Eligibility for Worker's Compensation
- Annual & Sick Leave

2. Allowances (Refer to https://aoprals.state.gov/Web920/location.asp?menu_id=95 for current information on applicable allowances):

- Temporary Lodging Allowance (Section 120)
- Living Quarters Allowance (Section 130)
- Post Allowance (Section 220)
- Supplemental Post Allowance (Section 230)
- Separate Maintenance Allowance (Section 260)
- Education Allowance (Section 270)
- Education Travel (Section 280)
- Post Differential (Chapter 500)
- Payments during Evacuation/Authorized Departure (Section 600)

VII. TAXES

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

VIII. ACQUISITION AND ASSISTANCE POLICY DIRECTIVES (AAPDS) AND CONTRACT INFORMATION BULLETINS (CIBS) PERTAINING TO PSCs

CIBs and AAPDs contain changes to USAID policy and General Provisions in USAID regulations and contracts. Please refer to the following website to determine which CIBs and AAPDs apply to this contract: <http://www.usaid.gov/work-usaid/aapds-cibs#psc>.

AAPD 06-10 - PSC MEDICAL PAYMENT RESPONSIBILITY is hereby specifically provided under this solicitation: <http://www.usaid.gov/work-usaid/aapds-cibs/aapd-06-10>

AAPD-06-12 - HOMELAND SECURITY PRESIDENTIAL DIRECTIVE-12 (HSPD-12) IMPLEMENTATION is hereby specifically provided under this solicitation: <http://www.usaid.gov/work-usaid/aapds-cibs/aapd-06-12>