

Terms of Reference

Accelerating Grid Based Power Connections Through Strengthening Customer Service Management Training in Ethiopia Electric Utility (EEU)

I. Introduction/Background

USAID-funded Power Africa East Africa Energy Program works to expand affordable and reliable electricity services across the region. The four-year program is focusing on the following major objectives: (1) Optimized power supply, (2) Increased grid-based power connections (3) Strengthened utilities and other power sector entities and (4) Increased regional power trade. RTI International (RTI) has contracted with the U.S. Agency for International Development (USAID) to implement the Power Africa East Africa Energy Program.

The Government of Ethiopia National Electrification Program 2.0 represents the ambition and action plan to achieve universal electricity access nationwide by 2025. Ethiopia Electric Utility (EEU) is the sole electricity transmission company in Ethiopia with 3.1 Million Households number of customers in 2019. EEU has a strategy of connecting 1 million new customers per year and this is in keeping with her mission to achieve international standards of customer care through sustained capacity building, operational and financial excellence, state of-the-art technologies while ensuring highest standards of corporate governance and ethics.

In EAEP's work plan, under objective 2 activity 2.1.1 aims at building the capacity of the EEU to install over 1 million new meters annually (350,000 connections). EEU has undertaken a training needs assessment and has asked EAEP to support the institution through capacity building in targeted areas beginning with a customer service management "training of trainers" module. The program seeks an experienced consulting firm or organization or individuals ("Consultant") to support EEU through delivering a cutting-edge training of trainers customer service management training module. The objectives of the EEU/ EAEP Customer Service Management Train the Trainer (TOT) modules will be:

- To get 100 EEU team members (Champions) to understand and appreciate the linkage between excellent customer experience and EEU's strategic plan.
- To understand the need for customer intimacy in creating profitable long-term business relationships driven by grid connections.
- To help staff embrace the proven tactics in customer experience for business sustainability.
- To give the participants the conceptual nature of good customer service principles.
- To understand the techniques, frameworks and concepts of customer service, customer care, customer experience and ways of teaching these critical facets to others in EEU.
- To get trained staff to develop personal customer relationship management action plans that include grid connection targets
- To help participants internalize the key steps in the provision of unsurpassed Customer service for business sustainability
- To understand the importance of customer complaints and how to turn them into opportunities for enhanced customer loyalty
- To appreciate the importance of technology in the efficacious delivery of customer experience.

2. Scope of Work

The selected Consultant will conduct the “ToT” training sessions virtually. Should RTI and the selected Consultant decide in the future to conduct any in-person modules, then RTI would cover all activity-related logistics costs (venue, meals, travel, accommodation, etc.). In-person courses will be held in Addis Ababa, Ethiopia with RTI selecting final location and venue.

- Undertake Customer service training needs assessments in EEU and develop "TOT" training materials, trainee manuals and tools to guide the training
- Train 100 Customer Service Champions on the identified customer service, experience and management topics
- Train the 100 Customer service champions on ways of training other EEU staff utilizing the materials, best practice and experiential learning.
- Training the 100 customer service champions on linking customer service to EEU strategy and grid connections
- The consultant will be required to design pre-training and post training evaluation questionnaires, as well as their administration and analysis.

Please note that the number of trainees may reduce due to COVID class restrictions 15 per class hence 6 classes making 90. We will still run parallel but due to COVID-19, additional discussions and planning shall be done with the successful trainer

The general themes are as listed below. Bidders are expected to provide off the shelf courses or units covering the themes listed below:

- Theme 1: Introduction to Customer Service Management
- Theme 2: Being an Effective Trainer of Trainers “Facilitating engaging and experiential adult learning”
- Theme 3: Aligning Customer Service Management to Strategic Plan
- Theme 4: Establishing a superior Customer Service Attitude
- Theme 5: Customer Engagement- Identifying and exceeding your customer needs
- Theme 6: Customer Journey Map- Generating return customers through addressing complaints and pain points
- Theme 7: Superior Communication Skills- Providing Electronic, Telephone or Digital Customer Service.
- Theme 8: Managing difficult customers and their effect to organization bottom line
- Theme 9: Customer Experience- Tips into the “WOW” customer experience
- Theme 10: Measuring Customer Experience and drafting personal action plans

These action plans will be targeted to service Centre customer satisfaction surveys and grid connections. Baselines will be undertaken for each participant to track how customer service and number of new connections has improved after training

In summary, work for the training will be categorized as follows:

Pre- training

- Two zoom meetings with EEU and EAEP RTI technical team
- Preparation of draft course material, trainee manual, schedule, invitations, feedback questionnaires
- Review of the above by EAEP and EEU
- RTI feedback incorporated into final draft
- Final draft approval by EAEP RTI

Training

- The trainings are to take place over one-week period (3-5 days)
- A daily attendance sheet signed by all delegates is to be submitted after each module.
- A training feedback survey completed by the participants must be submitted to RTI after each training. If the average feedback of the course is negative, then future courses may be discontinued. The decision lies with RTI.
- A follow-up refresher training session will be conducted approximately 1-2 months after the initial training session,
- EAEP in consultation with EEU shall have final approval on the scheduling of the trainings.

Post training

- A final evaluation and report are to be submitted to RTI within 2 weeks of final training

It should be noted that if travel is not permitted due to COVID-19, then all in-person activities will be conducted virtually.

REQUIRED EXPERTISE AND QUALIFICATIONS

The Consultant must demonstrate that they have the expertise required to undertake this assignment. The Consultant must meet the minimum experience and qualifications outlined below:

1. The Consultant must have ten or more years of experience conducting similar trainings, and show experience directly related to trainings focused on customer service management within the African region and applicable Master's Degree.
2. The lead trainer(s) must have ten or more years of experience working with customer experience matters in the service industry and/ or within the energy sector more so utilities and applicable master's degree
3. All lead trainers must demonstrate five or more years of relevant teaching or coaching experience
4. Extensive experience in training communication, presentation, negotiation and leadership skills; especially in training adult learners
5. Experience in Participatory teaching methodologies, Curricula Development and willing to engage participants in many methods of instruction – individual and team-based learning, small groups and large groups, etc.
6. The Consultant must have experience with developing and conducting virtual learning trainings or partner with an experienced virtual training firm (if partnering, then the Consultant must provide background information on the partnering firm).
7. The consultant must be able to deliver the training in Amharic the official national language of Ethiopia.

8. List of personnel dedicated to each deliverable and their level of effort (LOE) per deliverable
 - a. Personnel will not be replaced without pre-authorization from Power Africa East Africa Energy Program

3. Period of Performance

The period of performance for the Customer Service Management “Training of Trainers” is over a period of two months and eight days respectively. The activity is expected to begin in early September 2020 and be completed by November 15, 2020. All work must be completed within this timeframe. Any modifications or extensions shall be requested through RTI’s and the Consultant’s contracting officers for review and discussion.

4. Place of Performance

It is expected that the place of performance will be a combination of desktop work done from the Consultant’s place of work and in-person meetings and knowledge transfer/capacity building performed in Addis Ababa, Ethiopia. However, if travel restrictions prevent in-person meetings, then all of the work will be conducted virtually. RTI will follow global travel policies and adhere to the Government of Ethiopia policies when making the final decision.

5. Work Requirements

Deliverables table

Deliverable	Description	Dates for delivery
Induction Report	Approved final course design, description, draft pre and post training survey tools, course invitation templates, scheduling and inception report (Capturing EEU Customer Service Training Needs Analysis).	15 days before workshop
TOT Trainees Manual	Training of Trainers Trainees Manual	5 Days before start of training
Conduct the trainings	Actual delivery of the training to the trainees/ delegates (can be virtual or face to face based on the government’s directive). Refer to the Scope of work section above for details of tasks involved.	over one-week period (3-5 days)
Training process report	A training process report capturing comments and lessons to be learnt from this pivot into virtual training prepared by the consultant.	5 days group completion of the training activities
Training evaluation analysis report	Detailed training report capturing participants pre and post training skills analyzed and making recommendations for future training	5 days after the completion of the training

Policy Recommendations	Based upon the findings in the analysis report, consultant shall translate findings into recommended policy changes for and/or administrative procedures.	5 days after the completion of the training
Project Handoff and recommendations /Closure	Final report with handoff closure and submission of required data	5 days after the completion of the training
Training evaluation analysis report	The participant pre and post tests will be analyzed, and results presented after the training modules are completed.	5 days after the workshop
Conduct actual refresher training		
Refresher Training Report	A follow up on the trained participants will be activated 2 months after the training	2 months after the training

The Senior Research Energy Specialist will acknowledge acceptance of all project deliverables and that the Consultant has met all assigned tasks.

6. Schedule/Milestones

RFP/SOW Release	September 1, 2020
Consultant/Subcontractor/Supplier Selection	September 11 -22, 2020
Period of Performance Begins	September 22, 2020
Induction Report Due	September 29, 2020
Training Manuals	October 5, 2020
Training of EEU Customer Service Champions	October 12, 2020 to October 23, 2020
Training Evaluation and Process Report	October 28, 2020

Final Report Due	November 3, 2020
Project Completion Review	November 16, 2020
Project Closure/Complete	December 1, 2020

Deliverables, costing, and timing template

Bidders will prepare and submit the final deliverables according to the deadlines and payment schedule, as directed in the RFP. RTI International will require initial drafts for review of all reports prior to acceptance of the final works.

7. Acceptance Criteria

The acceptance of all deliverables related to this activity will reside with the Power Africa East Africa Energy Program, Senior Research Energy Specialist, Objective 2 Lead who will work closely with EEU. Once a project phase is completed and the Consultant provides their report for review and approval, the Energy Specialist will either sign off on the approval for the next phase to begin, or reply to the Consultant in writing, advising what tasks must still be accomplished.

Once all project tasks have been completed, the project will enter the handoff/closure stage. During this stage of the project, the Consultant will provide the project closure report and project task checklist to the Senior Research Energy Specialist, Objective 2 Lead. The acceptance of this documentation by Power Africa East Africa Energy Program, Senior Research Energy Specialist, will acknowledge acceptance of all project deliverables and that the Consultant has met all assigned tasks.

Any discrepancies involving completion of project tasks or disagreement between RTI and the chosen consultant will be referred to both organizations' contracting offices for review and discussion.

8. Gender Component

In delivering support, Power Africa will consider how gender equality and female empowerment can be advanced or achieved, and how participation by both female and male stakeholders will be facilitated in project activity. The consultant should indicate how they will align their project approach with this requirement.

9. Additional Information

If travel is possible for part of this assignment, RTI will cater for the selected consultant's travel costs by directly engaging and paying the providers. Such arrangements shall be done within the following parameters.

- Flights to be Fly America compliant.
- Lodging and Per Diem for the consultant must fall under State Department foreign per diem rates, where applicable. US Government per diem rates ; https://aoprals.state.gov/web920/per_diem.asp.

Therefore, bidders are requested not to include any logistical or travel related expenses in their financial proposals. All in-person activities that are cancelled due to COVID-19 will be pivoted to virtual sessions.

The Consultant must recognize that the participants will be in East African Time Zone. Any live interaction must be done during normal business hours. All deadlines and dates must put into consideration the time zones.

Bidders are reminded to review all the contracting terms and conditions as detailed in the attachments (links) to this RFP such as, but not limited to required insurances, indemnity clauses and Intellectual Properties. RTI's subcontract terms and conditions can be found here: https://www.rti.org/sites/default/files/msa_template_v1_13_2016.pdf