REQUEST FOR EXPRESSION OF INTEREST

DEVELOPMENT OF THE COMPETENCY FRAMEWORK FOR THE EXECUTIVE MASTER'S IN TAXATION (EMT)

1. Background

The African Tax Administration Forum [ATAF, www.ataftax.org] is a membership-based international organisation with international legal personality. Founded in 2009 as an association of currently 38 African tax administrations, ATAF strives to provide a platform to improve the performance of tax administration in Africa.

The Executive Master’s in Taxation (EMT) programme is one of the instruments of ATAF’s capacity building programme that was created in collaboration with the Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). It is an interdisciplinary master’s programme focusing on technical and specialised knowledge on taxation from a political, organisational and legal perspective with a strong African contextualisation and an international focus. It strives to generate a pool of tax leaders, policymakers and administrators who can ultimately act as “change agents” on the continent.

2. Objective(s) of the assignment

The main objective of this assignment is to develop the EMT Competency Framework, which is supposed to identify and describe the competencies, i.e. (i) knowledge, (ii) skills and (iii) attributes which EMT graduates should demonstrate at graduation point and upon re-entry into their profession including competencies to adapt to the ever-changing tax landscape.

3. General scope of the assignment

The assignment will cover the conceptual, content-related and organisational aspects of the competency framework. Based on the draft competency framework developed by ATAF and its member countries and all other foundational background documents, the Competency Framework development is expected to take the perspective and inputs of legal, economic and competency framework experts into consideration.

4. Key deliverables

The competency framework shall be developed in three phases arranged as follows: 1. Preparation phase 2. Development of the Competency Framework 3. Concluding phase. During the respective phases, the following inputs shall be provided, and deliverables shall be submitted by the consultant team:
I. Preparation Phase
- Study and assessment of the draft competency framework and other foundational EMT documents provided by ATAF [note that a Non-Disclosure Agreement(NDA) will have to be signed] to obtain a clear understanding of the EMT, it's content and structure as well as of the desired developmental goal the programme attempts to achieve.
- Development of a draft concept for the development of the EMT competency framework
- Preparation and moderation of a one-day kick-off workshop with the aim of clarifying conceptual issues, tasks and expectations as well as any open questions;

II. Competency Framework Development Phase
- Design and development of the EMT competency framework based on the approved concept and other outcomes of the kick-off workshop.
- Presentation of the preliminary competency framework to and debriefing of the EMT team at ATAF; and doing necessary adjustments of the competency framework.

III. Concluding phase
- Presentation and discussion of the final draft EMT competency framework [including analysis and recommendations] during a second one-day debriefing/validation workshop with ATAF in Pretoria, South Africa.
- Finalisation of the EMT competency framework
- Reporting which will have to include an executive summary, the Competency Framework objectives, design and methods used;

All deliverables are to be delivered in English. They shall be submitted in due time and be revised based on the feedback and comments provided by ATAF.

5. Duration of the assignment
The expected duration of the assignment is 40 man-days spread over a period of two months.

6. Terms of payment,
The terms of payment will follow the general rules of ATAF.

7. Contact person
Expressions of interest must be sent to the email address below by 31 January 2020 at 16h00 SAST and cover letters should clearly indicate the position of “Development of the Competency Framework for the Executive Master’s in Taxation (EMT)”. Detailed Terms of Reference are in ANNEX I of this Request for Expression of Interest.

African Tax Administration Forum (ATAF)
Ms Nune Mandala
Procurement Specialist
Tel: +27(0) 12 451 8837
Email: nmandala@ataftax.org
ANNEX I

Terms of Reference
REQUEST FOR EXPRESSION OF INTEREST
Development of the Competency Framework for the Executive Master’s in Taxation (EMT)

1. Background

The African Tax Administration Forum [ATAF, www.ataftax.org] is a membership-based international organisation with international legal personality. Founded in 2009 as an association of currently 38 African tax administrations, ATAF strives to provide a platform to improve the performance of tax administration in Africa, driven by the priorities and needs of its member countries as well as the firm conviction that efficient and effective tax administrations will enhance economic growth, mobilise domestic resources more effectively, increase accountability of the states to their citizens and ultimately improving the living standards of the people of Africa.

The Executive Master’s in Taxation (EMT) programme is one of the instruments of ATAF’s capacity building programme that was created in collaboration with the Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). It is an interdisciplinary master’s programme focusing on technical and specialised knowledge on taxation from a political, organisational and legal perspective with a strong African contextualisation and an international focus. Further, EMT lays emphasis on building crucial competencies such as leadership and change management skills. The academic programme thus strives to enhance African expertise by generating a pool of tax leaders, policymakers and administrators who can ultimately act as “change agents” on the continent.

2. Objective(s) of the assignment

The main objective of this assignment is to develop the EMT Competency Framework, which is supposed to identify and describe the competencies, i.e. i) knowledge, (ii) skills and (iii) attributes which EMT graduates should demonstrate at graduation point and upon re-entry into their profession including competencies to adapt to the ever-changing tax landscape.

3. General scope of the assignment

The assignment will cover the conceptual, content-related and organisational aspects of the competency framework. Based on the draft competency framework developed by ATAF and
its member countries and all other foundational background documents, the Competency Framework development is expected to take the perspective and inputs of legal, economic and competency framework experts into consideration. The consultant team consisting of these three experts must also provide recommendations for the subsequent design of an EMT curriculum development, based on the newly developed Competency Framework.

4. Key deliverables
The competency framework shall be developed in three phases arranged as follows: 1. Preparation phase 2. Development of the Competency Framework 3. Concluding phase. During the respective phases, the following inputs shall be provided, and deliverables shall be submitted by the consultant team:

I. Preparation Phase

- Study and assessment of the draft competency framework and other foundational EMT documents provided by ATAF to obtain a clear understanding of the EMT, its content and structure as well as of the desired developmental goal the programme attempts to achieve.
- Development of a draft concept for the development of the EMT competency framework and approval by the EMT team at ATAF;
- In close cooperation with the EMT team: Preparation and moderation of a one-day kick-off workshop in Pretoria, South Africa, with ATAF staff members as well as a representative of an African revenue authority or African tax expert nominated by ATAF, and EMT alumni. The objective of the workshop is to:
  - Clarify any conceptual issues, tasks and expectations as well as any open questions;
  - Fine-tune the exact focus/ objectives of the EMT competency framework;
  - Determine the indicators for the competency framework based on the objectives agreed upon;
  - Map out the design and architecture of the competency framework;
  - Identify specific information requirements and the data collection and competency framework methods to be used;
  - Finalise the timeframe of the competency framework development process.

In order to ensure that the key stakeholders accept the competency framework, it is essential that ATAF and the consultant team shape the entire competency framework development process jointly. The consultant team will base its work on the results of the kick-off workshop
and record them in writing; this includes the finalisation of an agreement on the concept for the competency framework [including objectives, methodology, competency framework design, processes and time frame].

II. Competency Framework Development Phase

- Design and development of the EMT competency framework based on the approved concept and other outcomes of the kick-off workshop, including input from the: legal, tax and competency framework experts.
- Presentation of the preliminary competency framework to and debriefing of the EMT team at ATAF; and doing necessary adjustments of the competency framework.

III. Concluding phase

- Presentation and discussion of the final draft EMT competency framework [including analysis and recommendations] during a second one-day debriefing/validation workshop with ATAF in Pretoria, South Africa.

If possible, this workshop could be organised either as a side event to an ATAF member event, in order to actively involve the member revenue authorities in the process. The EMT team will decide the precise format together with the consultant team once the draft competency framework is available.

- Finalisation of the EMT competency framework
- Reporting. This includes:
  - An executive summary that describes the EMT competency framework in an understandable, non-technical language for external stakeholders without any prior knowledge about the EMT programme;
  - Competency Framework objectives, design and methods used;

The exact division of labour, as well as the responsibilities for specific tasks and roles within the competency framework development project, are to be agreed upon among the team of experts. However, the consultant team is expected to assign a team leader who shall be the overall responsible person for the assignment, the different deliverables and timeframe agreed upon.

All deliverables are to be delivered in English. They shall be submitted in due time and be revised based on the feedback and comments provided by ATAF.

5. Final report and submission of the EMT competency framework

The whole assignment is to be carried out in close collaboration with the EMT team at ATAF. The EMT team at ATAF will support the consultant team throughout the assignment.
The competency framework development team will work in the home country [desk work], while the two workshops will be held in Pretoria, South Africa. The consultant team will coordinate and agree on the exact scheduling of the workshops with the EMT team and ATAF.

6. **Required expertise or qualifications**

The consultant team for the development of the EMT competency framework should ideally consist of three members: i) a competency framework development expert; ii) a tax expert and iii) a legal expert; one of which must be appointed as a team leader and will be finally responsible for all deliverables.

Individually, the three experts must possess the following qualifications and experience:

1. **Competency framework development expert**
   - Master’s degree in a related field [PhD is an added advantage] such as Social Sciences, Education / Curriculum Development;
   - Should possess at least 5 years’ working experience in curriculum and competency framework development;

2. **Tax Expert**
   - Master’s degree in a related field [PhD is an added advantage] such as Taxation, Public Finance, Economics and Social Sciences;
   - Should have at least 3 years’ working experience in teaching or practicing Taxation;

3. **Legal expert**
   - At least LLM degree or higher preferably in Tax Law, Education Law or related field;
   - Should have at least 3 years’ working experience in teaching or practicing law.

The consultant team is expected to have the following combined expertise & experience:

- Strong competency framework development & methodological experience long-standing and proven record of assignments for project management;
- Proven experience of working with international institutions as well as government officials from Anglophone and Francophone African countries, especially from revenue authorities and/ or Ministries of Finance is of specific advantage;
- Sectoral expertise: At least 8 years of working experience in international cooperation, with a special focus on Human Capacity Development [HCD] in higher education programmes in the area of tax and public finance, experience with academic cooperation;
- Content-specific skills on public finance and taxation, expertise on ATAF and African revenue authorities, working experience on African tax reform is an advantage.
Added Advantages
- Moderation and coordination skills [designing process architecture, coordination of team members, reporting], combined with the ability to deal with different expectations and reconcile diverse interests;
- Excellent communication skills including the ability to explain complex technical content in a way non-expert can understand;
- Ability to work efficiently and deliver in a timely manner;
- Fluency in English. Knowledge of French is of advantage.

7. Duration of the assignment
The expected duration of the assignment is 40 man-days spread over a period of two months.

8. Restrictions
In addition to the standard conflict of interest restrictions specified in the contract, all materials created under the contract will remain the sole property of the African Tax Administration Forum. The team of consultants shall have no material interests in any of the outputs of this project. On the commencement of the project, the consultants will sign a statement of confidentiality that will bind them to non-disclosure of any sensitive information that the consultants may obtain knowledge of during the project.

9. Terms of payment,
The terms of payment will follow the general rules of ATAF.

10. Evaluation Criteria
Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the ATAF’s procurement policy. Candidates will be shortlisted based on the evaluation criteria below.

<table>
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<tr>
<th>ID NO.</th>
<th>DESCRIPTION OF EVALUATION CRITERIA</th>
<th>MAXIMUM POINTS</th>
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<tbody>
<tr>
<td>1</td>
<td>i) Competency framework development expert:</td>
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<td>Master’s degree in a related field [PhD is an added advantage] such as Social Sciences, Education / Curriculum Development</td>
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<td>2</td>
<td>Competency framework development expert:</td>
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| 3 | Strong competency framework development & methodological experience long-standing and proven record of assignments for project management; |

| 4 | Proven experience of working with international institutions as well as government officials from Anglophone and Francophone African countries, especially from revenue authorities and/ or Ministries of Finance is of specific advantage; |

| 5 | Sectoral expertise: At least 8 years of working experience in international cooperation, with a special focus on Human Capacity Development [HCD] in higher education programmes in the area of tax and public finance, experience with academic cooperation; |

| 6 | Content-specific skills on public finance and taxation, expertise on ATAF and African revenue authorities, working experience on African tax reform is an advantage. |

**11. Contact person**

Expressions of interest must be sent to the email address below by 17 January 2020 at 16h00 SAST and cover letters should clearly indicate the position of “Development of the Competency Framework for the Executive Master’s in Taxation (EMT)”.

**African Tax Administration Forum (ATAF)**
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