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## **TERMS OF REFERENCE (ToR)-ETH1573**

### **Short term Consultancy Services for Conducting Research on Development of Knowledge Management System (Federal Civil Service Commission)- Lead Consultant**

#### **GENERAL INFORMATION**

**Services/Work Description:** Recruitment of short-term national Individual Consultant for the FCSC Lead Consultant

**Project/Program Title:** Capacity Development Project to Support the Civil Service Reform

**Post Title:** Researcher on Development of Knowledge Management System

**Contract Type:** Individual Consultancy (IC)

**Post level:** National Lead Consultant (one)

**Duty station/Location:** Addis Ababa, Home-Based

**Duration:** 45 working days

**Expected Start Date:** Up on signing of contract

#### **I. BACKGROUND/PROJECT DESCRIPTION**

The Federal Civil Service Commission is established as a federal institution in 2010 E.C, with the duties and responsibilities of capacity building of the civil servant, through administering and transferring, utilizing the existing organizational knowledge. Knowledge management is about processes, people and technology towards developing a system that leverages the interaction among the above elements in order to get the right information to the right people at the right time to improve productivity. Employees will only engage in knowledge sharing practices if they get the information they need when they need it. The FCSC needs to implement Knowledge Management on federal and regional government offices in order to speed up access to information and knowledge, improve decision-making processes, promote innovation and cultural change, and improve the efficiency of the organization's operating units and business processes.

In support of the national initiative, DFID, UNDP and the Federal Civil Service Commission have jointly designed a Capacity Development Project that aimed at supporting the national reform that the country is undertaking towards professionalizing the civil service. The national initiative is intended to have a competent, effective and efficient civil service acquainted with the desired standards of knowledge, skill and attitude to serve the public interest impartially and in an ethical and professional manner. It is expected to improve systems, processes and standards in order to underpin better performance, accountability and meritocracy within the civil service. Hence, UNDP, in collaboration with the Implementing Partner of the project would like to commission an individual level consultancy to carry out a

research on knowledge management system within the framework of the Capacity Development Project on Civil Service Reform.

## **II. OBJECTIVE OF THE CONSULTANCY**

The purpose of this consultancy assignment is to assess the current practice of the knowledge management of the federal civil service, and to identify major gaps and drawbacks and produce a research document on knowledge management system to be implemented in the federal civil service with the support of DFID and UNDP.

## **III. FUNCTIONS/KEY RESULTS EXPECTED**

The national lead consultant will be involved in research activities to produce a research document on a knowledge management system for the Civil Service Commission. Under the supervision of the Civil Service Commission and UNDP, the consultant/researcher will be responsible for the following activities:

- Leading a team of consultants for the research activities and ensuring the duties assigned to the other individual consultants working as a team are handled on schedule and within budget.
- Recruitment, contracting, and payment of experienced junior researchers, enumerators and supervisors
- Overseeing the overall consultancy task and work of the consultant team.
- Testing, and formatting of questionnaires; Analyzing and reviewing the collected data
- Reproduction of the questionnaires and other data collection forms in a quantity sufficient to cover the needs of the baseline survey, including obtaining any required copyright or other permissions for proprietary surveys.
- Organizing and providing logistical support (transport, per-diem, etc.) to interviewers and supervisors while data are being collected.
- Delivery of entered data in a format readable by common statistical software (e.g. Stata) on a weekly basis.
- The researcher shall be responsible for the full dataset compilation and the final edit and lay-out of the printable version of the final report.
- Producing a research document on knowledge management system for the FCSC together with other members of the consultant team.

## **IV. REPORTING RELATIONSHIP**

The successful consultant will work under the guidance of the FCSC and UNDP. They shall submit the required report to both FCSC and UNDP. The consultant will closely liaise with the Governance Unit within UNDP and also with the responsible expert of the Federal Civil Service Commission. They shall also cooperate and closely work with DFID as necessary. The Responsible director within the Federal Civil Service Commissioner and the UNDP Governance team leader will provide an overall guidance to the assignment.

## **V. CONTRACTUAL ARRANGEMENTS**

One national lead consultant will be engaged for this assignment. A contract will be signed with the individual consultant. The selected lead consultant will work as a team with other senior and junior national consultants; as such they will assume joint responsibility for a timely and quality delivery of the

assignment. The consultants shall agree on a division of labor among themselves for better coordination. UNDP's Democratic Governance and Capacity Development Unit will be the primary focal point and as such it will manage the overall financial and contractual arrangement with the consultants.

#### **VI. DURATION OF THE ASSIGNMENT**

The assignment will be implemented over a period of 60 days starting from the signing of the contracts, with 45 payable working days. Contractual/professional fees will be made upon submission of deliverables as per the following milestones, and approval of the same by UNDP and FCSC.

#### **VII. PAYMENT MILESTONES AND AUTHORITY**

The successful consultant shall receive his/her payments upon certification of the completed tasks satisfactorily, as per the following schedule:

<b>Payment tranche</b>	<b>Deliverables</b>	<b>Approval should be obtained</b>	<b>Portion</b>
1 <sup>st</sup> tranche	Upon submission and approval of Inception Report with detailed methodology and work plan	UNDP	20%
2 <sup>nd</sup> tranche	Upon submission and endorsement of draft research document on knowledge management system	UNDP	40%
3 <sup>rd</sup> tranche	Upon submission of final report/knowledge management document (as specified under 'deliverables').	UNDP	40%

Note that final payment is dependent on the completion of all the tasks as well as hand-over notes and submission of all the deliverables.

#### **VIII. EXPECTED DELIVERABLES**

Key deliverables of this assignment are summarized as follows:

- *Inception Report* that includes methodology/tools and a clearly defined work schedule for the assignment
- Draft analysis report with recommendations Final draft report incorporating comments and inputs
- Validation Workshop, which will be organized by FCSR and UNDP (workshop could be through virtual meeting)
- Final research/study document on Knowledge Management System for the Civil Service Organization

#### **IX. REQUIRED QUALIFICATION AND EXPERIENCE**

Preferably PhD holders or a master's degree in knowledge management, HRM, management, public management, social studies or related fields.

- Above 8-year work experience with demonstrable capability in knowledge management field, research activities; social studies and community-based programs
- Strong understanding of the Ethiopian civil service policy, laws, systems and structures
- Ability to lead a team of consultants
- Ability to work with electronic based data capture, monitoring and evaluation tools
- Excellent written and oral communication skills both in Amharic and English

- Be an expert in fieldwork required for large scale economic surveys.
- Capacity to store and maintain data in a manner that protects respondents' identities.
- Be ready to assume work as soon as possible.

#### Competencies:

- Fluency in English and Amharic;
- Sound communication skills both verbal and writing;
- Assessment, analytical, statistical and planning skills
- Flexibility and adaptability to work in/with a varied team across multiple office and cultures

### X. CRITERIA FOR SELECTING THE BEST CANDIDATE

Qualified Individual Consultant (IC) is expected to submit both the **Technical** and **Financial Proposals**. Only applicants who fulfil the qualifications will be shortlisted and contacted. Consultant will be evaluated based on **cumulative analysis** as per the following scenario:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  - a. Technical Criteria weight is **70%**;
  - b. Financial Criteria weight is **30%**;

#### Evaluation Criteria:

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal and Interview (as required))</b>	70%	100
<b>Criteria (a): Educational relevance: close fit to post:</b> Preferably MA degree holder; PhD will be an advantage in Management, public administration, public policy, Economics, psychology, or related fields.		20
<b>Criteria (b): Understanding the scope of work and organization of the proposal:</b> In-depth understanding of the Scope of Work (SoW); comprehensiveness and appropriateness of the methodology/approach, organization & completeness of the proposal		40
<b>Criteria (c): Individual competencies (experience in similar assignments):</b> Minimum of 8 years of relevant working experience in the area of research on knowledge management system		40
<b>Financial (Lower Offer/Offer*100)</b>	30%	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

#### Evaluation Legend:

Weight per Technical Competence	
Weak: below 70%	The individual consultant/contractor has demonstrated a <b>WEAK</b> capacity for the analyzed competence
Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a <b>SATISFACTORY</b> capacity for the analyzed competence

Good: 76-85%	The individual consultant/contractor has demonstrated a <b>GOOD</b> capacity for the analyzed competence
Very Good: 86-95%	The individual consultant/contractor has demonstrated a <b>VERY GOOD</b> capacity for the analyzed competence
Outstanding: 96 -100%	The individual consultant/contractor has demonstrated an <b>OUTSTANDING</b> capacity for the analyzed competence.

## **X. CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Individual Consultant shall not, either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under this assignment shall become and remain properties of the FCSC and UNDP.