



*Empowered lives.
Resilient nations.*

TERMS OF REFERENCE (ToR)

Short term Consultancy Services for an assessment of the current Performance Management System (Civil Service Commission)

GENERAL INFORMATION

Services/Work Description: Conduct Performance Management System: Short term Consultancy for the Civil Service Commission

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

Post Title: Assessing the Current Performance Management System at national level

Type of Contract: Firm-Based Consultancy/Professional Services/ (only national consulting firm is eligible to apply)

Duty station/Location: Addis Ababa, Home-Base

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. The previous year's reports show that the performance management practice of the civil service was not very manageable, effective and was not well researched. Due to these reasons the commission has designed a structure to support and monitor the implementation of the whole performance management cycle (planning, monitoring & evaluation, appraisal and rewarding) across all federal civil service organizations. As part of the national reform drive including the civil service, the Federal Civil Service Commission needs to assess the relevance and effectiveness of the current performance management system of both federal and regional government offices.

Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. A performance management system is often not stand alone, but rather it is essential to support management and decision-making processes, such as planning, budgeting, performance measurement systems, process improvement, and comparative benchmarking.

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 Civil Service Commission would like to commission an individual level consultancy to carry out a research/assessment of the current practice of performance management in the federal civil service, and to identify major gaps, challenges and drawbacks to finally design a national performance 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 performance management of the national level, and to identify major gaps and drawbacks and to design a standardized Performance Management Framework to be implemented at national levels in civil service/ government organization with the support of DFID and UNDP.

III. FUNCTIONS/KEY RESPONSIBILITIES

The consulting firm will assess the current practice of the performance management system of the federal civil service and designing a framework for the Federal Civil Service Commission. Under the supervision of the Civil Service Commission and UNDP, the firm will be responsible for the following activities:

- Arrange mechanisms whereby internal experts from FCSC can participate in the survey directly.
- Preparation of interviewer training curriculum and materials, manuals and implementation of personnel training.
- Testing, and formatting of questionnaires.
- 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.
- Organization and provision of logistical support (transport, per-diem, etc.) to interviewers and supervisors while data is being collected.
- Delivery of entered data in a format readable by common statistical software (e.g. Stata) on a weekly basis.
- Develop national performance management framework that can be used at each levels of government (from the parliament/ cabinet, agencies, and individual levels) and get approval of the same
- The Consulting firm shall be responsible for the full dataset compilation and the final edit and layout of the printable version of the final report in Amharic and English

IV. REPORTING RELATIONSHIP

The successful consulting firm is expected to work under the guidance of the FCSC and UNDP. The firm shall submit the required report to both FCSC and UNDP. The firm will closely liaise with the Governance

Unit within UNDP and with the responsible expert of the Civil Service Commission. It shall also cooperate and closely work with DFID as necessary. The Responsible director within the Civil Service Commissioner and the UNDP Governance team leader will provide an overall guidance to the assignment.

V. CONTRACTUAL ARRANGEMENTS

A national consulting firm will be engaged for this assignment and a contract will be signed with the firm. The selected consulting firm is expected to deploy the necessary experts for the assignment. 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 consulting firm.

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 effected upon submission of deliverables as per the following milestones, and approval of the same by UNDP and FCSC.

VII. 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 and a final draft report incorporating comments and inputs
- Validation Workshop, which will be organized by FCSR and UNDP (workshop could be through virtual meeting)
- Final Report on Performance Management Framework of Civil Service organizations which clearly shows the link between the current planning, performance management, and programme budget system.

VIII. FIRM EXPERIENCE

The consulting firm required for this assignment should have a mix of expertise in public administration, public policy, public management, economics, governance, social studies (related social science area), with a minimum of five years of experience in conducting research and preparation of analytical survey reports. The Consulting firm should have a minimum of 3 experts comprising a lead consultant/team leader, senior consultant and associate consultant. The team members are expected to fulfil the following qualification and experience:

- PhD holder/Master's degree in public administration, public policy, public management, economics, Governance, Management, social studies or related fields; PhD qualification is highly preferred for the manager and team leaders;
- Work experience with demonstrable capability in public sector performance management;
- experience in planning, designing and management of both quantitative and qualitative surveys;
- Strong understanding of the Ethiopian civil service policy, laws, systems and structures;
- Ability to work with electronic based data capture, monitoring and evaluation tools;
- Excellent written and oral communication skills;

- Be an expert in fieldwork of performance management research;
- Ability to report to the evaluation team (UNDP, Civil Service Commission & DFID) effectively about the progress of the work, including the submission of interim entered data and the identification of noticeable difficulties;
- 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

IX. PAYMENT MILESTONES AND AUTHORITY

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

Payment tranche	Deliverables	Approval should be obtained	Portion
1 st tranche	Upon submission and approval of Inception Report with detailed methodology and work plan	UNDP	20%
2 nd tranche	Upon submission and endorsement of draft assessment document on performance management system	UNDP	40%
3 rd tranche	Upon submission of final report/performance 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

X. CRITERIA FOR SELECTING THE BEST CANDIDATE

Upon the advertisement of the Procurement Notice, qualified consulting firm is expected to submit both the Technical and Financial Proposals. Accordingly, the firm will be evaluated based on Cumulative Analysis as per the following conditions:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), 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 are:

- A. Technical Criteria weight is 70%
- B. Financial Criteria weight is 30%

Annex -1. Technical Proposal Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
TOTAL		100%	1000

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: - Specialized Knowledge - Experience on public sector performance management - Work for UNDP/ major multilateral/ or bilateral programmes	120
SUB TOTAL		300

Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120

2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
SUB TOTAL		400
Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		
3.1	Task/Project Manager General Qualification Suitability for the Project	
	- experience public sector performance management/on similar assignment	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of Ethiopian Civil Service	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert(s) / Lead Consultant(s) /Team Leader (s) General Qualification Suitability for the project	
	- Experience public sector performance management/ on similar assignment	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the Ethiopian Civil Service	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff/ Associate Consultants General Qualification Suitability for the project	
	- experience public sector performance management/similar assignment	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the Civil Service	10
	- Language qualification	10
SUB TOTAL		40
TOTAL (3.1+3.2+3.3)		300
	Aggregate	1000

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consulting firm 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 consulting firm under this assignment shall become and remain properties of the FCSC and UNDP.

XI. HOW TO APPLY

Interested consulting firms with required qualification and experience must submit their applications online as per the following email: procurement.et@undp.org

This TOR is approved by:

Name: Shimels Assefa

Designation:

Signature: _____

Date Signed:

Name: Cleophas Torori

Designation:

Signature: _____

Date Signed: