

TERMS OF REFERENCE (ToR)

GENERAL INFORMATION

Services/Work Description:	National Firm Level Consultancy for Organizational Re-structure, Job Analysis and Manning: Short Term Consultancy for the Federal Civil Service Commission
Project/Program Title: -	Capacity Development Project to Support the Civil Service Reform
Duty Station: -	Addis Ababa, Ethiopia
Type of the Contract: -	Local Firm-based Consultancy/ professional service
Duration: -	45 workings days
Expected Start Date: -	Immediately after signing the contract

I. BACKGROUND / RATIONALE

The Federal Civil Service Commission is established as a federal institution in 2010 E.C with the following duties and responsibilities:

Administration and capacity building of civil servants that extends to enabling government institutions to efficiently and effectively fulfill their mission and bring about their policies and strategies, to manage human resource development and administration, support, monitor and coordinate the effective implementation of changes and service delivery programs within itself and for the rest of civil service institutions in the country.

In support of the national initiative, UNDP, and the Federal Civil Service Commission have jointly designed a Capacity Development Project with financial assistance from the UK Government that aims at supporting the national reform that the country is undertaking towards professionalizing the civil service. The initiative is intended to nurture competent, effective, and efficient civil servants 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 also expected to improve systems, processes, and standards to underpin better performance, accountability, and meritocracy across the entire civil service.

The Federal Civil Service Commission is currently implementing a capacity building project as part of the aforementioned project with the aim to contribute towards the national initiative on civil service reforms. As part of the capacity building, the Commission is seeking to enhance the skills and knowledge of itself by designing a new organizational structure which can help the commission to fulfill its mandate better by putting clear demarcation between political appointees and civil servants in its organizational Structure to deliver effective and efficient civil service delivery.

The previous years' reports show that the performance management practice of the civil service was not effective. It was also less manageable. As part of the national reform drive, the Federal Civil Service Commission is currently working to bring organizational reform by designing and formulating a new organizational structure to execute its constitutional mandates. Hence, in order to address these limitations, the commission would like to hire consultants who would prepare state of the art organizational restructure to support and monitor the implementation of the whole performance of the civil service commission and in order to clearly demarcate the roles and responsibilities of political appointee and civil servants who can provide effective and efficient civil service delivery in the process of making open societies for a country like Ethiopia which is pluralistic in its nature.

The initiative is expected to improve systems, processes, and standards to underpin better performance, accountability, and meritocracy within the civil service. With this in mind, UNDP, in collaboration with the Civil Service Commission would like to commission a national consultancy firm' to carry out a research/assessment on the Federal Civil service commission's Organizational restructure.

II. OBJECTIVES OF THE SERVICE / WORK

The main objective of this consultancy assignment is to assess the current organizational structure of the Federal Civil Service commission and to identify major gaps, drawbacks and produce a research document on organizational restructure to be implemented in the federal civil service commission.

III. SCOPE OF THE SERVICE / WORK

The scope of the assignment is to assess the current organizational Structure of the FCSC at head quarter level and to identify gaps and drawbacks that can help the Federal Civil service commission to re-design its the organizational structure and make it fit to purpose.

IV. EXPECTED OUTPUTS / DELIVERABLES

Key deliverables of this assignment are summarized as follows:

- Develop 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 with clear version of the final report with a user-friendly format (word, PDF, PPT...)
- Producing a research document on organizational restructuring for the FCSC together with other members of the consultant team.
- Validation Workshop, which will be organized by FCSC and UNDP (workshop could be through virtual meeting)
- Develop and propose recommendations on job evaluation and grading.

V. METHODOLOGY/APPROACH OF THE SERVICE/WORK

- Review the current organizational structure of the Federal Civil Service commission and collect data on the existing structure to identify the gaps and challenges.

- Identify a proper organizational structure to the commission in line with the mandate and the current reform in the country.
- Design jobs around competencies, not around current incumbents.
- propose and formulate complimentary tasks as per the competency framework.
- Recruitment, contracting, and payment of experienced junior researchers, enumerators, and supervisors.
- 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 study/assessment.
- 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 or SPSS)
- The consultant shall be responsible for the full dataset compilation and the final edit and lay-out of the printable version of the final report.

VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT

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 and acceptance of deliverables as per the ToR and based on the following millstones, and approval of the same by UNDP and FCSC. The study/the assessment will be conducted in Addis Ababa, but it may require travelling out of Addis Ababa for validation workshop for a few days.

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

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

VIII. PAYMENT MILESTONES AND AUTHORITY

A winning Proposer shall be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Payment tranche	Deliverables	Approval should be obtained from	Portion
1 st tranche	Upon submission and approval of Inception Report with detailed methodology and work plan	UNDP/FCSC	20%
2 nd tranche	Upon submission and endorsement of draft assessment document on the organizational restructuring	UNDP/FCSC	40%
3 rd tranche	Upon submission of final report/ document on organizational structure, job descriptions and required human resources in the FCSC	UNDP/FCSC	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.

IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

9.1 Minimum Organization Requirements

The consulting firm required for this assignment should have a mix of expertise in human resource management, organizational development, public administration, public policy, public management, economics, governance, social studies (related social science area), with a minimum of five years of experience in preparation of organizational re-structure and job grading. 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:

9.2. Task/Project Manager / Team Leader /

- PhD holder/Master's degree in Human Resource Management, Organizational Development, Public Administration, Public Policy, Public Management, Governance, Management, or related social science fields; PhD qualification is highly preferred for the team leader.
- Work experience with demonstrable capability preparation of organizational structure and job analysis.
- 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.
- Be an expert in organizational restructure research.
- Ability to report to the evaluation team (UNDP, Civil Service Commission & FCDO) 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 written and oral communication 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.

9.3. Lead Consultant / Senior Expert

- Lead trainer should be PhD holder/Master's degree in public administration, public policy, public management, Governance, Management, social studies or related fields;
- experience in planning, designing organizational structure and management
- Strong understanding of the Ethiopian civil service policy, laws, systems, and structures.
- Strong understanding of the FCSC's mandates and functions

- Ability to work with monitoring and evaluation tools.
- Excellent written and oral communication skills.
- Be an expert in fieldwork of Organizational restructuring
- Ability to report to the evaluation team (UNDP, Civil Service Commission) effectively about the progress of the work,
- Be ready to assume work as soon as possible.

9.4. Project Staff / Associate Consultants / Team Members

Academic Qualification:

- A minimum of a University Master's Degree in public administration, Public Management, Governance, Social studies, or a relevant area.

Experience:

- A minimum of 8 years of professional experience and proven expertise and experience in a governance, institutional development for public institutions such as Civil service commission.

Competencies:

- Training and hands-on experience in a governance and institutional development.
- Ability to work under pressure to deliver in a timely manner without compromising quality standards.
- Strong communication skills;
- Strong presentation and facilitation skills;
- Proficiency should be in English language

X. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy 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%

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

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

HOW TO APPLY

It should be submitted through <https://etendering.partneragencies.org> search for **Event ID ETH2354**

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 <ul style="list-style-type: none">- 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: <ul style="list-style-type: none">- Specialized Knowledge- Experience on Similar Programme / Projects- Experience on Projects in the Region- 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 a survey of 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 / Team Leader / General Qualification Suitability for the Project	
	- International/ national experience	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of institution	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert(s) / Lead Consultant(s) General Qualification Suitability for the project	
	- International experience	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the institution	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff/ Associate Consultants General Qualification Suitability for the project	
	- International/national experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the institution	10
	- Language qualification	10
SUB TOTAL		40
Aggregate		1000