



TERMS OF REFERENCE (ToR)

Short term Consultancy Services to Conduct Research on Ethiopian Bureaucracy Lab

GENERAL INFORMATION

Services/Work Description:	Recruitment of a Short-Term Individual Consultant (IC) for Federal Civil service Commission (FCSC)
Project/Program Title:	Capacity Development Project to Support the Civil Service Reform
Post Title:	International Senior Technical Expert on Ethiopian Bureaucracy Lab
Contract Type:	Individual Consultancy (IC)
Post level:	International Consultant/expert (one)
Duty Station:	Addis Ababa
Duration:	45 working days
Expected Start Date:	upon signing of the contract,

I. BACKGROUND / PROJECT DESCRIPTION

The Federal Civil Service Commission was established as a Federal institution in 2010 E.C (2017/18) with the following duties and responsibilities: Administration and capacity building of civil servants that extends to enabling government institutions to efficiently and effectively fulfil 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.

The Federal Civil Service Commission has developed a 'roadmap' that outlines a vision of civil-service reforms over the next ten years. The roadmap calls for a greater use of evidence in the design of future civil-service reforms, including a strengthening of current data systems, a greater use of new and existing data, and rigorous impact evaluations that inform future reform design.

The global pandemic has increased the urgency with which the civil service needs to strengthen data systems, digital infrastructure, and the capacity for using data for public-sector decision-making.

The availability of quality, micro-level data is a critical part of tracking and monitoring processes and performance in the public administration and evaluating which interventions work and which do not, how they work, and where they work best. Without quality data on the characteristics, processes, and performance of public administrations, reform decisions will most likely be based on anecdotal evidence, specific case studies that might not be most appropriate.

UNDP and UK AID are supporting the Federal CSC to strengthen evidence-based decision-making in the civil service and is overseeing an empirical assessment of the constraints to the collection and use of data and evidence within the civil service. As part of this initiative, the Federal Civil Service Commission is seeking to establish a local Bureaucracy Lab based at the Ethiopian Management Institute to inform the CSC directly on evidence-based policy making through data analytics.

This assignment is also intended to lay a foundation for the Ethiopian Bureaucracy Lab where relevant and verified data will be available within the Ethiopian Management Institute (EMI) that will continually support implementation, monitoring and evaluation of the Civil Service reforms roadmap.

As part of this initiative, UNDP is seeking to commission an individual level consultancy (a Senior Technical Expert) to help set up the Bureaucracy Lab (an international consultant) on a short-term basis. The international consultant will work remotely while COVID-19 restrictions remain in place. But should the restrictions be lifted then he/she may be required to travel to Addis Ababa for a short mission and UNDP will cover the travel costs.

II. OBJECTIVES and SCOPE OF THE CONSULTANCY

Objective:

The main objectives of the consultancy are to enable the FCSC to lead a set of data collection and data analysis activities to inform the FCSC on bottlenecks impeding evidence-based policymaking in government and propose strategies to enhance the institutional decision making in the future. The second objective of the consultancy is to set activities to lay the foundation for establishing a local and sustainable Ethiopian Bureaucracy Lab at the Ethiopian Management Institute, that will also enhance the capacity to undertake continuous and periodic data collection exercises, conduct rigorous empirical analysis, and gather evidences on the effects and future directions of government reforms.

Scope of the Assignment

The scope of the assignment targets five selected federal institutions for data collection on Ethiopian bureaucracy Lab and the lab will be established at the Ethiopian Management Institution with the overall guidance from UNDP and FCSC.

III. Functions / Key Results Expected

The International Senior Consultant will be involved in research activities to produce a research document for the Civil Service Commission under the supervision of the Federal Civil Service Commission and UNDP. The International Ethiopian Bureaucracy Lab Senior Technical Expert will be responsible for helping a National Senior Bureaucracy Lab Consultant who will be based in the FCSC/EMI to undertake the core activities listed below:

EXPECTED DELIVERABLES:

The International Technical Expert on Ethiopian Bureaucracy Lab will be responsible for:

- Submission of inception report on Ethiopian Bureaucracy Lab that includes methodology/tools and a clearly defined work schedule for the assignment.
- Submission of draft report on the Ethiopian Bureaucracy Lab,
- Development of a training curriculum for Ethiopian professionals to work in the Bureaucracy Lab,
- Submission of policy brief for implementation of the initiative on the ground.
- Submission of final study document/report on Ethiopian Bureaucracy Lab in Soft Copy, hard copy, and PPT.

Key Activities:

- Prepare an Inception report on the Ethiopian Civil Service Commission's Bureaucracy Lab and the methodological approach to be used for the assignment in consultation with the Senior National Consultant
- Collect data from the selected five Institutions at Federal level.
- The international consultant and the national senior consultant, working together, lead the design and implementation of a data-collection framework, preparing logistics, organizing relevant workshops and dissemination events, data analysis, and report writing.
- The international consultant will lead the team and is expected to oversee the whole process and submit the report as specified in this Terms of Reference (ToR).
- Prepare a draft analysis report on the Ethiopian Bureaucracy Lab
- Conduct a validation workshop in consultation with the national consultant on the Ethiopian Bureaucracy Lab for relevant stakeholders,
- Develop and propose recommendations and suggestion on Ethiopian Bureaucracy Lab based on the key finding of the study.
- Prepare and submit a final report including the policy brief document for implementation of the Ethiopian Bureaucracy Lab with recommendations.
- Supervise the National Senior Bureaucracy Lab Consultant who will be based in the FCSC/EMI.

- Develop a training curriculum for Ethiopian professionals to work on the Bureaucracy Lab,
- Coach selected experts to reach out to and engage with the line ministries as needed.
- Provide this support remotely while COVID-19 travel restrictions remain in place and coordinate his/her deliverables closely with the UNDP focal person as well as with the FCSC focal person.
- Develop a data-collection strategy to inform the initiative, consistent with the objectives of the CSC and UNDP.
- Organize workshops to identify focus areas for the empirical assessments and potential reform areas around which to structure the analysis.
- Lead the collection of micro-level data, providing logistical and technical support to participating organizations where necessary.
- Lead the analysis of the data and the development of dissemination products (reports and slides)

IV. Impact of Results

The key results of the consultant are expected to have an impact on the strength of evidence-based policymaking in the Civil Service as well as support the ongoing work of the Federal Civil service Commission by identifying productivity enhancing reforms and through capacity building. The activities will also support the establishment of a sustainable long-term initiative to strengthen evidence- based decision making in government through the Ethiopian Bureaucracy Lab.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religious, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.
- Understand Ethiopian Government Policies and strategies and demonstrate value to the same.

Core Competencies:

- Creates new and relevant ideas and leads others to implement them.
- Models high professional standards and empowers team members to innovate and deliver.
- Understands personal and team roles, responsibilities and objectives.
- Gains trust of peers, partners, and clients by demonstrating substantive and technical abilities including presenting authoritative advice to partners and other stakeholders.

Functional/ Technical Competencies:

- Excellent leadership, coordination and relationship building skills.
- Current knowledge of development issues, strategies, as well as programming policies and procedures in international development cooperation.
- Proven ability to conceptualize, innovate, plan and execute ideas, as well as to impart knowledge and teach skills.

- Demonstrated engagement with diverse donors and development partners.
- Effective and energetic team player, with the ability to work in a multidisciplinary and multicultural environment.
- Strong self-motivation and innovative skills, with capacity to work independently and meet deadlines.

Client Orientation:

- Ability to anticipate and manage the needs and interests of multiple stakeholders and balance often contradictory expectations from national partners.
- Works towards creating an enabling environment for a smooth relationship between the clients and service providers.

Analytical Abilities:

- Knowledge of Bureaucracy Lab concepts, Ethiopian Civil service reform strategy and
- Knowledge of the interaction between different core stakeholders in the Ethiopian Civil Service
- Capacity to assess scope of request for advisory services, prepare detailed TORs, support a variety of technical consultants, assess the quality of services provided by technical consultants and make recommendations.
- Knowledge of survey methods, survey sampling and implementation issues, and field coordination.
- Advanced proficiency in data analysis and research methods.

Partnership and Networking:

- Engages and fosters strategic partnerships with other stakeholders and UN agencies, funds, and programs.
- Shares UNDP knowledge and activities (at UN and other venues)

Innovation, Outreach and Communication:

- Writes clearly and concisely in English.
- Communicates within and at large, participates in peer communities and engages substantively.
- Makes the case for innovative ideas, documenting successes and building them into the design of new approaches and tools.
- Demonstrates effective presentation and writing, and strong analytical and strategic skills.

Teambuilding:

- Works effectively with diverse groups of professionals towards common goals.
- Able to manage different personalities and motivate others while ensuring team coordination and spirit.

VI. Required Qualifications

Education:

Advanced university degree (PhD or master's degree) and above in the field of arts and social sciences, public administration, human resource management, international relations, or related studies.

Experience:

A minimum of at least five years of relevant work experience,

- A minimum of five years of relevant experience. On survey and research methods and stakeholder engagement.
- Experience in public administration or governance is desirable,
- Willingness to travel in Ethiopia as and when required / possible due to COVID-19 restrictions,
- Ability to work both independently and within teams,
- Ability to work under pressure; and
- Excellent oral and written communication and reporting skills in English.
- Professional experience in Ethiopia or Sub-Saharan Africa is desirable.
- Experience in designing and implementing, capacity building initiatives.
- Experience working within a UN agency and/or other international organizations would be added advantage,
- Experience in the use of computers and office software packages, including experience in handling web- based teleconferencing platforms and systems (e.g. Zoom, Microsoft Teams, etc)

Language requirements:

- Fluency in English

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The international Technical Expert on Ethiopian Bureaucracy Lab will be home based for the time being. Possible travel to Ethiopia will be considered with the COVID-19 travel restrictions /protocol. Functionally, she/he will be reporting to the project focal person within UNDP and FCSC.

VIII. DURATION OF THE ASSIGNMENT¹

- The engagement of the IC will be for 45 days over 3 months.

IX. CRITERIA FOR SELECTING THE BEST CANDIDATE

¹ The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.

Applicants are expected to submit their CVs, Academic credentials, Work Certifications, and other relevant credentials.

Qualified Individual Consultants (ICs) are expected to submit both the Technical and Financial Proposals. The technical proposal should include how the IC will deliver the expected key deliverables listed below. The financial proposal should be all-inclusive and show how the IC's proposed rate by deliverables and spread over 12 months.

The following criteria will be followed in selecting the best candidate.

Criteria	Weight	Max. Point
Technical Competence (based on Credentials and technical proposal)	70%	100
Criteria a. [Experience and skills mix]		20
Criteria b. [Methodology for undertaking assignment]		40
Criteria c. [Motivation]		10
Financial (Lower Offer)	30%	20
Total Score	Technical Score (70%) + Financial Score (30%)	

X. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS

- The international consultant needs to apply standard ethical principles during the assignment. Some of these must deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- The 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 by the contracting authority. Proprietary interests on all materials and documents prepared by the consultants under this assignment shall become and remain properties of the FCSC and UNDP.

XI. DELIVERABLES

- Written comments in track changes on the Ethiopian Civil Service Commission communication strategy as well as a short summary noting the main recommendations.
- Prepared inception report
- Training curriculum for the establishment of Ethiopian bureaucracy lab for FCSC
- Reports from the FCSC on the Ethiopian Bureaucracy Lab prior to the establishment of the Lab, the new methods and skills learnt, and recommendations for further trainings.
- End of assignment report highlighting lessons learned and including recommendations for further consideration by the FCSC and UNDP.

XII. PAYMENT TERMS

Payment Schedule (Payment trenches)	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 st instalment	Up on the Submission of the inception report on Ethiopian Bureaucracy Lab,	FCSC / UNDP	20%
2 nd instalment	Up on the Submission of draft report on the Ethiopian Bureaucracy Lab,	FCSC/UNDP	40%
3 rd instalment	Up on the Submission of final report on Ethiopian Bureaucracy Lab (organize validation workshop, one week after the submission of the final report)	FCSC/UNDP	40%

XIII. ANNEXES TO THE ToR

- Existing literature or documents that will help Offeror 's gain a better understanding of the assignment and the work required would be provided as annex to the ToR, especially of such literature or documents are not confidential.

XIV. HOW TO APPLY

Interested consultant 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: Cleophas Torori

Designation: Deputy Resident Representative - Programme

Signature: Cleophas Torori

Date Signed: 19-Mar-2021

This TOR is approved by:

Name: Shimels Assefa

Designation: Team Leader, Democratic Governance & Peacebuilding Unit

Signature: Shimels Assefa

Date Signed: 19-Mar-2021