

TERMS OF REFERENCE (ToR)

GENERAL INFORMATION

Services/Work Description:	Firm Level Consultancy to Design and undertake a diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills critical for recovery and rebuild plans and development of e-solutions
Project/Program Title:	Building Resilience in public services delivery in Ethiopia
Assignment Title:	Mapping of current digital government services connectivity and development of e-solutions to improve accountability, transparency and effectiveness of public services delivery in specific public sector institutions ¹ .
Contract Type:	Firm
Duty Station:	Addis Ababa, Ethiopia with travel to Amhara, Oromia, Somali Regions
Duration:	70 days over 3 months
Expected Start Date:	Immediately upon concluding contract agreement

I. BACKGROUND / RATIONALE

The Federal Civil Service Commission (FCSC) 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 COVID-19 pandemic has demonstrated the vulnerability of services being curtailed or severely disrupted globally. Global supply chains became moribund as borders closed, social distancing regulations were enforced and effectively the world stopped operating. The impact on the public sector was even more severe insofar as citizens rely on efficient, effective public services delivery for a variety of reasons. UNDPs Beyond Recovery, towards 2030 has set the scene for how UNDP can look towards building back better and puts resilience at the heart of the lessons learned from 2020.

Whilst initial support provided by UNDP in 2020 focused on tackling the immediate impact of COVID, there is now a need to look at how to build resilience to avoid the potential for any regression in the achievement of the SDGs. Prior support delivered to 32 Government institutions at Federal & Regional level helped them to better understand fully the concepts and importance of putting in place effective Business Continuity Plans within their respective entity. However, what is clear is that there needs to be greater attention paid to the citizens who are the recipients of the public services provided by the GoE. The need for more e-solutions will, if well designed, help to ensure that there is continuity of public services delivery no matter the crisis or emergency. The Federal Civil Service Commission (FCSC) plays both a leading and coordination role in modernizing the public service in Ethiopia.

The FCSC took the lead in the 2020 Business Continuity Planning project and saw the completion of a bespoke training programme, provision of PPE, office equipment and the introduction in the use of technology through the provision of Zoom licenses. Therefore, the purpose of this assignment will be to devise a process of identification and

¹ FCSC, Addis Ababa City administration, Amhara Region, Oromia Region & Somali Region

experimentation of areas of Government business/functions that are “front facing”, in other words provide services to the citizens where there could be opportunities to introduce digital e-solutions to both ensure continuity of services and improve the quality/efficiency of the target services. Ultimately this will help Ethiopia put in place resilient systems and structures to be better able to ensure continuity of all its essential and time critical governmental operations and more importantly enhance the efficiency of public services in the event of a crisis.

The Digital Strategy for Ethiopia 2020² indicates that the digital economy in Ethiopia is nascent with few governments driven digitalization initiatives and the urgent need for coordination and collaboration among different sectors, institutions, and stakeholders to strengthen and develop current and new initiatives respectively to enable an inclusive digital economy by adopting a “Whole of Government Approach”. It is also indicated that the digital readiness for Ethiopia can be reinforced through the development of enabling systems, improved digital interactions amongst the government, private sector, citizens, and the overall enhancement of the digital ecosystem.

As a follow-up to the prior BCP support, UNDP is seeking to commission a Firm to Design and undertake a diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills to enhance the efficiency and quality of public services delivery. This will be framed in the context of existing Business Continuity Plans. The importance of ensuring that services are fit for purpose will be informed by a citizens perception survey undertaken in the target locations. A BCP Alumni will be established providing a platform for ongoing discussions about how business continuity management and planning can be institutionalized across the public sector. The Consultancy Firm will work closely with focal persons from UNDP and FCSC. assessment and establish a BCP Alumni focused on the target institutions (iii) devise and undertake a citizen’s perception survey about the availability or quality of the targeted public services as follows: FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission. (iv) Overlay findings from items (i) & (iii) make recommendations about the areas for e-solution experimentation efforts for consideration by the FCSC. Once approved by FCSC & UNDP the Consultant will identify and develop x6 pilot IT solutions drawing on the BCP and the citizen survey findings. FCSC have already selected the Administrative Court for Civil Servants processes as one of the FCSC pilot e-solution. The Consultant will also work with the UNDP Accelerator Lab during the assignment building on prior work they have conducted related to BCP.

II. OBJECTIVES OF THE SERVICE / WORK

The overarching objective of the consultancy is to support the wider efforts underway to enable the FCSC to lead, support, strengthen and scale up examples of best practices in public services delivery. The focus of the assignment will be to build upon the prior BCP support delivered in 2020 through the development and piloting of e-solutions to enhance the efficiency and effectiveness of public services delivery. The interrelated elements and scope of the assignment include: (i) Design and undertake a diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills in target locations including FCSC, Addis Ababa City Administration, Amhara, Oromia & Somali Regions (ii) conduct a BCP performance effectiveness assessment and establish a BCP Alumni focused on the target institutions (iii) devise and undertake a citizen’s perception survey about the availability or quality of the targeted public services as follows: FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission. (iv) Overlay findings from items (i) & (iii) make recommendations about the areas for e-solution experimentation efforts for consideration by the FCSC. Once approved by FCSC & UNDP the Consultant will identify and develop x6 pilot IT solutions drawing on the BCP and the citizen survey findings. FCSC have already selected the Administrative Court for Civil Servants processes as

² <https://tapethiopia.com/wp-content/uploads/Ethiopia-Digital-Strategy-2020.pdf>

one of the FCSC pilot e-solution. The Consultant will also work with the UNDP Accelerator Lab during the assignment building on prior work they have conducted related to BCP.

III. SCOPE OF THE SERVICE / WORK

The scope of the assignment about diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services to strengthening and scaling up of best practices for effective and efficient service delivery in targeted selected institutions a FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission. This will be augmented by information gathered from a targeted citizens perception survey focused on the availability and quality of public services. The assignment will also identify and develop IT solutions which will be piloted, evaluated, and considered for possible scalability across the wider public sector

IV. EXPECTED OUTPUTS / DELIVERABLES

The National Consultancy will design the diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services. The Firm will be responsible for gathering information about the existing current IT landscape of connectivity, availability, and accessibility to digital government services. The Consultant will design and conduct a citizens perception survey looking at both the availability and quality of specified public services in the target locations including: FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission. The Consultant will also identify and make recommendations about possible IT solutions that would contribute to improvements in the efficiency and effectiveness of public services delivery. Those IT solutions will be developed and piloted with results evaluated. The establishment of the BCP alumni will also help inform the likelihood of replication and adoption of the e-solutions in the wider public sector.

The Consultancy Firm will be responsible for:

- Submission of an inception report about how the assignment will be tackled including the proposed methodological approach/tools with a clearly defined work schedule for the assignment. This is required within 10 days after the contract is signed.
- Following approval to the methodological approach and design of the assignment interventions the Consultant will review the existing BCPs in the target institutions of the FCSC, Addis Ababa City Administration, Amhara, Oromia & Somali Regions and then undertake a diagnostic and assessment study of the target institutions³ to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills.
- The Consultant will also undertake a citizens perceptions survey about the availability and quality of public services in the FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission.
- The e-solutions will be devised in collaboration with the UNDP Accelerator Lab and then tested to ensure their effectiveness. This will involve working with the target institutions in terms of making sure the design of the e-solutions is fully owned by the target institutions including training of the staff who will be using the e-solution and making sure that there are guidance materials including Standard Operating Procedures (SoPs) to ensure sustainability of the e-solutions.
- A period of pilot testing and de-snagging of any problems that might emerge during roll-out of the e-solutions will need to be factored into the methodological approach,

³ FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission.

- The Consultant will prepare a comprehensive report that captures the pilot testing results, the training syllabus/training report and the SoPS which will be presented to the BCP Alumni Forum to ensure that there is greater appreciation about the value addition in the adoption of e-solutions in public services delivery.
- An end of assignment report capturing all the aspects of the assignment will be submitted and will include key recommendations.

V. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

The Consultant will be responsible for the following tasks:

- Design and undertake a diagnostic and assessment study to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills critical for recovery and rebuild plans. Using the Business Continuity Plan, the study will assess what exists already and related gaps in terms of connectivity,
- Conduct on-going BCP performance effectiveness assessment and establish the BCP Alumni focused on the target institutions for the project.
- Conduct a citizen's perception survey about the availability or quality of the targeted public services in FCSC Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission.
- Overlay findings from Activity 1.1 & 1.2 to agree upon the areas for possible e-solution experimentation efforts.
- Develop x6 pilot IT solutions drawing on the BCP and results from the citizen survey. FCSC have already selected Administrative Court for Civil Servants processes as a pilot. Using the Business Continuity plan, the study will assess what exists already and related gaps in terms of connectivity,
- Open up dialogue with BCP Alumni at x3 levels about the potential to up scale the new e-solutions. Establish dialogue/consultative forums between Federal & Regional Stat.
- Upscale the tested e-solutions for adoption across the wider Federal, Regional & City Administrations.
- Provide a detailed end of assignment report with key findings and recommendations.

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

This consultancy firm assignment will be home-based and will require travel to field work to Addis Ababa, Amhara, Oromia and Somali regions for both Primary and secondary data collection besides the validation workshops.

No.	Deliverables	Implementing Partners (IP) if any	Location and Action to be Undertaken	Duration (approx.)
1	Submission of an inception report about how the assignment will be tackled including the proposed methodological approach/tools with a clearly defined work schedule for the assignment. This is required within 10 days after the contract is signed.	FCSC	Addis Ababa city Administration, Amhara, Oromia, and Somali Regions	15 working days
2	Following approval to the methodological approach and design of the assignment interventions, the Consultant will review the existing BCPs in the target institutions of the FCSC, Addis Ababa City Administration, Amhara, Oromia & Somali Regions and then undertake a diagnostic and assessment	FCSC	Addis Ababa city Administration, Amhara, Oromia and Somali Regions	15 working days

No.	Deliverables	Implementing Partners (IP) if any	Location and Action to be Undertaken	Duration (approx.)
	study of the target institutions ⁴ to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills.			
3	prepare a comprehensive report that captures the pilot testing results, the training syllabus/training report and the SoPS which will be presented to the BCP Alumni Forum to ensure that there is greater appreciation about the value addition in the adoption of e-solutions in public services delivery.	FCSC	Addis Ababa city Administration, Amhara, Oromia and Somali Regions	20 working days
4	An end of assignment report capturing all the aspects of the assignment will be submitted and will include key recommendations.	FCSC	Addis Ababa city Administration, Amhara, Oromia and Somali Regions	20 working days
Total Working Days				70 working

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Firm will be reporting to UNDP and FCSC leadership. Day to day activities of the consultant will be supervised by the project focal persons from UNDP and the FCSC.

VIII. PAYMENT MILESTONES AND AUTHORITY

Prospective Service Provider will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (in case of other currency denomination), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive of travel, living allowances, communications, taxes, out of pocket expenses, and other ancillary costs.

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

Payment Schedule (Payment tranches)	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 st instalment	Submission & approval of an inception report about how the assignment will be tackled including the proposed methodological approach/tools with a clearly defined work schedule for the assignment. This is required within 10 days after the contract is signed.	UNDP/FCSC	20%

⁴ FCSC - Administrative Court & the Customs Commission; Oromia Region -Transport Bureau; Amhara Region - Trade & Industry; Somali - Health Bureau; Addis Ababa City Administration - Customs Commission.

Payment Schedule (Payment tranches)	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
	The Consultant will undertake a diagnostic and assessment study of the target institutions to provide a comprehensive understanding of the current landscape of connectivity, digital government services and digital skills. A report of the findings and issues impacting the assignment to be submitted.		
2 nd instalment	<p>Conduct a citizens perceptions survey in specified institutions about the availability and quality of public services in specified institutions. Survey report capturing the findings to be submitted. e data collected and key action-oriented recommendations</p> <p>The diagnostic assessment, citizens perception survey and review of BCPs to verify those time critical BCP related functions in specified institutions will provide key findings and recommendations for possible IT-solutions to help improve the efficiency and effectiveness of public services delivery. A progress report seeking approval to the propose IT-solutions will be submitted to FCSC & UNDP for approval.</p>	UNDP/FCSC	20%
3 rd instalment	The Consultant will engage with the UNDP Accelerator Lab in developing the x4 e-solutions and these will be piloted and evaluated for their effectiveness. The e-solutions found to improve public services delivery will also require the development of training and Standard Operating (SoP) for the management of the e-solutions. An implementation report detailing the pilot testing results, training syllabus (& training report) and the SoPs for the e-solutions will be submitted and approved.	UNDP/FCSC	20%
4 th instalment	The BCP Alumni will also be involved in reviewing the findings and recommendations arising from the piloting of the e-solutions. This will help foster broader awareness of the use of e-solutions in the context of Business Continuity Planning and management across the wider Public Service. A final end of assignment report capturing key recommendations including next steps.	UNDP/FCSC	40%

IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

9.1 Minimum Organization Requirements

The prospective Service Provider is expected to meet the following minimum requirements:

- It must have at least 8 years of practical experience working in the IT/digital sector preferably have a lot of engagements with the non-for-profit sector and UN agencies.
- Knowledge of relevant sectors and access to stakeholders and relevant information sources, especially of the Addis Ababa City Administration, Oromia, Amhara, and Somali Regions.
- Experience working with UN or other international organizations beneficial.
- Capability to deploy strong analytical aptitude, communication, and presentation expertise.
- Capability to deploy good communication expertise in English and Amharic language(s)
- A minimum of at least ten years of relevant work experience working in the IT/digital sector,
- A minimum of five years of relevant experience in undertaking surveys/research methods and stakeholder engagement.
- Experience of working with government agencies and development organizations in different sectors on digital government services.
- Comprehensive background and understanding of subjects related to digital government and e-governance.
- Experience working with UN or other international organizations beneficial.
- Capability to deploy strong analytical aptitude, communication, and presentation expertise
- It shall demonstrate its capabilities, understanding of the TOR, and methodology of audit approach

The multi-disciplinary team should comprise members with the following educational qualifications, experience and competencies:

9.2 Team Leader

Academic Qualification:

Advanced University Degree in Telecommunications/ICT, Engineering, Economics, Business, Social Sciences, Management, or a closely related field.

Experience:

- A professional experience in working in the IT/digital sector

Competencies:

- Ability to provide general leadership and direction to the study/research analysis and report writing.
- Excellent research and advocacy skills relating to working in the IT/digital sector/ civil service delivery
- Strong organizational skills.
- Strong communication skills.
- Proficiency should be in English, and proficiency of Amharic language and regional Languages will be an added advantage.

9.3 Senior Expert (s)

Academic Qualification:

- A post-graduate degree in Public Administration, ICT, social Science, or related discipline.

Experience:

- A minimum of 8 years of proven experience of working in digital sector and digital service delivery Ethiopia

Competencies:

- Ability to undertake technical policy-focused research related to digital service deliver in the civil service sector
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards.
- Strong communication skills.
- Strong presentation and facilitation skills.
- Proficiency should be in English, and proficiency of Amharic language will be an added advantage.
- Excellent command on both written and spoken English is essential. Fluency in local language such as Afaan Oromo and Somali Languages will be an added advantage

9.4 Project Staff (s)

Academic Qualification:

- A minimum of a University Master's Degree in ICT, Management, social science and related relevant fields of studies.

Experience:

- A minimum of 5 years of professional experience and proven expertise and experience in a governance, institutional development for international organizations such as UN agencies.

Competencies:

- Training and hands-on experience in a governance and institutional development.
- Ability to work under pressure, with a group of UN agencies, and to deliver in a timely manner without compromising quality standards.
- Strong communication skills.
- Strong presentation and facilitation skills.
- Proficiency should be in English, and proficiency of Amharic and regional languages will be an added advantage.

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%

XI. LOGISTICAL SUPPORT

List logistical support the Requesting Unit will offer to prospect Service Provider such as:

- The Consultancy Firm will work from home virtually and travel to regions and collect the need data from the selected institutions.
- When required, the Firm will be provided with some logistic support from UNDP based on formal request to UNDP.

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

HOW TO APPLY

It should be submitted through <https://etendering.partneragencies.org> search for **Event ID ETH2837**

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

The consulting firm will be evaluated as per the following **Standard Technical Proposal Evaluation Criteria** along with respective allocated weight template.

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- 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	Team Leader	
	General Qualification	
	Suitability for the Project	
	- International experience	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of region	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert (s)	
	General Qualification	
	Suitability for the project	
	- International experience	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the region	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff (s)	
	General Qualification	
	Suitability for the project	
	- International experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the region	10
	- Language qualification	10
SUB TOTAL		40
	Aggregate	1000