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TERMS OF REFERENCE (ToR)

Consultancy Services to Design and Develop Civil service Reform Project Document for the Federal Civil Service Commission.

GENERAL INFORMATION

Services/Work Description:	Recruitment of a National Consultancy Firm
Project/Program Title:	Capacity Development Project to Support the Civil Service Reform
Assignment Title:	Design and develop five years project document for the Federal Civil Service Commission.
Contract Type:	Firm
Duty Station:	Addis Ababa with travel to regions
Duration:	45 days over three months
Expected Start Date:	Upon signing of the contract.

I. BACKGROUND/PROJECT DESCRIPTION

The Federal Civil Service Commission (FCSC) was Re-established as a Federal institution in 2014 E.C(2021/22) with proclamation no 1263/22 with the objectives to Generate, and upon approval implement the human resources management and civil service policies, strategies and laws that will enable the executive institutions of the federal government to fulfill their legal mandate efficiently and effectively; and monitor, support and inspect their implementation. Establish and modernize the systems and structural capabilities of the executive institutions of the Federal Government and monitor and support their implementation and to provide integrated capacity building support to federal executive institutions.

Government of Ethiopia (GoE) initiated several reforms in public sector over the last three decades. The first civil service reform was initiated in Ethiopia in the second half of 1990s. The overarching public sector reform commenced around 2003/4 following the blueprint of EPRDF development strategy. Wide ranging, top-down reforms were initiated under the committed leadership. Several reform tools were introduced, the main one being the Business Process Re-engineering (BPR). Coordinated donor support was designed under the public sector capacity building programme known as PSCAP. Monitoring and implementation support mechanisms were set up under the leadership of the then Ministry of Capacity Building. Changes were remarkable.

Using BPR as a reform tool, organisations were restructured, service delivery standards were set and posted publicly, monitoring and oversight mechanisms were put in place at different levels of public sector organisations. The so called ‘non-value adding’ steps and processes were removed in service provision process. Processing times for services were cut significantly. Open space seating arrangement was introduced in wide ranging public service institutions. One stop shops or single window services were also introduced in some service delivery units. Opinion boxes and complaint handling mechanism were put in place. Efficiency in terms of processing and waiting times showed significant improvement. This was evidenced by several independent reviews including by WB and independent consultants.

There were also several criticisms of the approach including: ‘one size fits all’, ‘excessive top-down limiting space for innovation’, ‘full of ad-hoc arrangements instead of institutionalisation’ and ‘reliance on less educated party members or affiliates instead of professionalising the management of reform’. There were concerns with the quality of services as the focus was on efficiency. There were also other criticisms like excessive pressure on frontline service providers without incentive mechanism in place. In general, there is a consensus that the reform efforts were not able to offer incentives related to both the reform implementation and post-implementation phases.

In collaboration with GoE, FCDO Ethiopia and UNDP designed a project to support Ethiopian transition in 2019. The main objectives of the project are: i) supporting democratic transition mainly through introduction of nonpartisan professional civil service system, 2) supporting service delivery improvement at grassroot level in line with improving social contracts between citizens and state, and 3) supporting preparation of the Civil Service Roadmap. Currently the project is under implementation in collaboration with Civil Service Commission and UNDP Country Office. Several initiatives are underway supported by this project including competency framework development, performance management, knowledge management, organizational restructuring, bureaucracy lab development, and other service delivery improvement related interventions.

The Civil Service Commission has now finalized the Civil Service Roadmap that will guide civil service reform for the next decade. The roadmap has been discussed with federal and regional stakeholders. The roadmap has also become part of the 10-year GoE development plan. The civil service reform project design will draw on the roadmap in broad terms. However, the project design will not limit itself to the roadmap and will include latest developments and interests as the context in the public sector is changing fast with the political and economic dynamics.

The newly designed CSR project is expected to be financed from multiple sources including government’s own treasury, external credit and bilateral donors. The project design and implementation arrangement need to take these into consideration.

This term of reference is intended to guide recruitment and deployment of National Consulting Firm that will design and develop a five-year comprehensive Civil Service Reform Project for the Commission. The consulting firm will also offer technical assistance to relevant CSC experts/staff

working in this area. The Consultancy Firm will work closely with focal persons from UNDP and FCSC.

II. OBJECTIVE OF THE CONSULTANCY

The objective of this assignment is to develop a full-size civil service reform project proposal that the Commission will be implementing over the next five years. The project proposal should broadly be based on the Civil Service Roadmap already finalized and should be able to provide details as provided in these terms of reference including results expected, implementation strategy, main activities, resource requirement, Project administration, monitoring and evaluation, risks, and risk mitigation.

III. FUNCTIONS/KEY RESPONSIBILITIES

The National consulting firm will design the project document for the civil service reform to be implemented in the next five years. The Firm will be responsible for gathering information about the existing current service delivery, IT landscape, availability, and accessibility to digital government services. The project document should contain all elements of project that can maintain a standardized project document that would contribute to improvements in the efficiency and effectiveness of public services delivery.

The consulting firm will also assess the current practice of project management system of the federal civil service and designing a framework for the Federal Civil Service Commission. The Consulting firm shall be responsible for the full dataset compilation and the final edit and lay-out of the printable version of the final report in English. Besides these the firm shall arrange mechanisms whereby internal experts from FCSC can participate in the project design.

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. The Responsible director within the Civil Service Commissioner and the UNDP Governance & Peace building Unit 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 & Peace building 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 three months 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 millstones, 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 / Civil service reform project design and development
- Submission of draft analysis report with recommendations and a final draft report incorporating comments and inputs on the draft Civil service reform project design and development.
- Present its work during Validation Workshop, which will be organized by FCSR and UNDP (workshop could be through virtual meeting or in person).
- Provide a detailed end of assignment report with both hard copy and soft copies and other relevant documents that can assist the implementation process which clearly shows the link between the current gaps and mitigation strategies.

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 6 years of experience in designing project documents and 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 Law, 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 project design and 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.
- Ability to report to the evaluation team (UNDP, Civil Service Commission) effectively about the progress of the work, including identification of noticeable difficulties.
- 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 on Civil service reform project design	UNDP	20%
2 nd tranche	Upon submission and endorsement of draft assessment document on Civil service reform project design	UNDP	40%
3 rd tranche	Upon submission of final report/ on Civil service reform project on project design and development (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
	T O T A L	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 project document design - Work for UNDP/ major multilateral/ or bilateral programmes	120
	S U B T O T A L	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
	S U B T O T A L	400

Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		

3.1	Task/Project Manager General Qualification Suitability for the Project	
	- experience in public sector project document design /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 project document design / 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 project document design /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: Cleophas Torori

Designation: DRR- Programme

Signature:

DocuSigned by:

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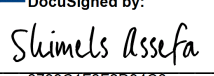
Date Signed:

This TOR is approved by:

Name: Shimels Assefa

Designation: Team Leader, Democratic
Governance & Peace building Unit

Signature:

DocuSigned by:

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Date Signed: