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## TERMS OF REFERENCE (ToR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	<b>International Firm Level Consultancy to Design and Develop e-solution system for Job Evaluation and Grading system (JEGs).</b>
<b>Project/Program Title:</b>	Building Resilience in Public Services Delivery
<b>Contract Type:</b>	Firm
<b>Duty Station:</b>	Addis Ababa, Ethiopia
<b>Duration:</b>	40 days over three months
<b>Expected Start Date:</b>	Upon signing of the contract.

### I. BACKGROUND/PROJECT DESCRIPTION

The Federal Civil Service Commission (FCSC) was Re-established as a Federal institution in 2021/22 with proclamation no 1263/22 with the objectives to generate and implement the human resources management and civil service policies, strategies and laws that will enable the executive institutions of the federal government to efficiently and effectively carry out their legal mandates; to oversee, assist, and check on the execution of those mandate. The 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 ruling party' (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.

Using BPR as a reform tool, organizations were restructured, service delivery standards were set and posted publicly, monitoring and oversight mechanisms were put in place at different levels of public sector organizations. 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 and interference thus undermining motivation and limiting space for innovation', 'full of ad-hoc arrangements instead of institutionalization' and 'reliance on less qualified party members or affiliates instead of professionalizing the management of reform'. There were also concerns with the quality (effectiveness) of services as the focus was on access and 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, and as a result most of the good practices were not sustained or replicated.

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 development of competency framework, formulation of performance management and knowledge management

systems, 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 and has now become part of the 10-year GoE development plan. The civil service reform project design, which is work in progress, will draw on the roadmap in broad terms. The JEGS design and development, however, will not be restricted to the roadmap and will consider the most recent progress and areas of interest because the political and economic climate is rapidly altering the context in the public sector. The design and development of the job evaluation and Grading system software will minimize the existing gaps in the service delivery for the wider public after its development.

The intended System Designed and Development for Job Evaluation and Grading (JEG) is expected to be established in the FCSC to expatiate the service delivery to the public agencies at all levels. The e-solution design and implementation arrangement need to take these into consideration. The international Consulting Firm that will design and develop e-solution for the Job Evaluation and Grading System at the Commission will also offer technical assistance to relevant CSC experts/staff who will be working on the system.

## **II. OBJECTIVE OF THE CONSULTANCY**

The objective of this assignment is to design and develop a full-size e-solution System for JEG to be implemented in the ongoing civil service reform initiatives at Federal and Regional levels. The System development of the JEG should broadly be based on the Civil Service Regulations, organizational structure and HR guidelines, and other legal documents that should be able to provide details as provided. The objectives at least may include: -

- 1) To effectively design and develop a digital platform as per the design document attached (Annex 1) following all Civil Service Commission (CSC) policies and regulations as well as strictly guided by Information Security Standard.
- 2) Coordinate activities with the Integrated Civil Service Management Information System (ICSMIS) Team
- 3) Strengthen communication between CSC Commissioners as an administrative agent and operational backbone in the Civil Service system in Ethiopia.
- 4) Automate the service request and job evaluation and grading process for Ethiopian Government Agencies
- 5) The portal should evaluate and grade jobs using the job description and the set standards for regular enquiries.
- 6) Efficient monitoring of submitted jobs to ensure timely response and action to stakeholder requests
- 7) Improved communication with CSC stakeholders

## **III. FUNCTIONS/KEY RESPONSIBILITIES**

In line with the existing Civil service proclamations, strategic plan, Job Evaluation and Grading, regulations, guidelines and other legal documents, the consultant will develop all-inclusive (detail BPR, Organizational structure, manpower chart and job descriptions) e-solutions system for Job evaluation and Grading system.

The international consulting firm will design and develop the process map from end to end on JEGS for the Ethiopian Federal Civil service commission to be implemented in the current civil service reform initiatives. The Firm will be responsible for gathering information about the existing service delivery, IT landscape, availability, and accessibility to digital government services. The e-solution (software) should contain all elements of JEGS that can maintain a standardized JEG system that would contribute to improvements in the efficiency and effectiveness of public services delivery. The JEG system should support the following modules:

- 1) JEG service request module- a module where Government agencies can request for operational services from CSC, tracking the steps of their services and receive adequate feedback from Government agencies as well as automated quarterly performance report system.
- 2) E- Evaluation and Grading solution- All Government agencies should enable to send incoming job request and track it through this which is the platform that will be managed by the CSC system administration. The module will allow for CSC to respond to stakeholder and partners.
- 3) Common services support- a module where Government agencies under common platform can request for ICT support services.
- 4) Detailed Requirements Document describing functional and non-functional requirements including description of system architecture (web-based), hosting, maintenance and support, security protocols and requirements as per CSC regulation is attached as Annex 1 to this TOR.

Under the overall guidance of the CSC and under direct supervision of the Governance and Peace Building unit Team Leader of UNDP, the consulting firm will undertake the following:

- User Requirements analysis and finalization of System Requirements Specifications
- Production of System Design Documents, in conformance to recommended and widely used Software Design Principles such as Object-Oriented Design
- Translate user requirements and design into software program. Development will take a modular approach with sign-off from the client required at each stage
- Work on change requests to update software programs as required Prepare test plan, test scripts, execute Use Acceptance Testing and record results. Fix any issues and bugs found in testing and during the first six months of the system.
- Prepare Technical Software Documentation, User Guides and User Manuals.
- Train technical staff on how the code is written and how the system works and deliver end-user training
- Service level agreement for maintenance and support services with first six months of support.
- Develop Business Continuity Plan for the system
- Besides these, the firm shall arrange mechanisms whereby internal experts from FCSC can participate in the e- solution system design and development for Job Evaluation and grading as they will be the end users of the software.

#### **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. The Consultancy Firm will work closely with focal persons from UNDP and FCSC

#### **V. CONTRACTUAL ARRANGEMENTS**

An international 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 40 payable working days. Contractual/professional fees will be affected up on submission of deliverables as per the following milestones, and acceptance 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 / e-solution development for the system of JEG. This is Software development plan:

- detailed project work plan, with milestones.
- Requirement's analysis document and submission of draft e-solution report with recommendations and a final draft report incorporating comments and inputs on the developed e-solution for the system of JEG.
- System Design Document and present its work during Validation Workshop, which will be organized by FCSC and UNDP (workshop could be through virtual meeting or in person).
- Complete User Acceptance Testing (UAT) and resolve issues and 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.
- Prepare Technical Software Documentation, User Guides and User Manuals and conduct training.
- System Implementation.

## **VIII. FIRM EXPERIENCE/ REQUIRED PROFILE OF THE FIRM**

The consulting firm required for this assignment should have a mix of expertise in IT, software engineering, Computer science, system design and analysis and other related areas with a minimum of 6 years of experience in designing and developing e-solutions in the civil service sector. The Firm also expected to provide other service such as “develop all-inclusive (detail BPR, Organizational structure, human resource chart and job descriptions) e-solutions for the Job evaluation and Grading system. The Consulting firm should have 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:

- The team leader should be PhD/Master's degree holder in IT, software engineering, Computer science, system design and analysis, or related fields; and the rest of the team members should have minimum of MSC in the above mentioned field of studies with minimum of 5years experience in the area.
- Global work experience with demonstrable capability in e-solution development in the public-sector and Job Evaluation Grading System development and functions.
- experience in system designing and development and its management.
- Proven experience in developing software using platforms and frameworks.
- Proven experience and knowledge in Programming Languages (e.g., C#, C++, Java script, python or PHP or API programming).
- Proven previous experience in developing compelling data visualizations
- Experience in developing SharePoint applications
- Previous experience working with UNDP or other UN agencies is an asset.

## **Competencies:**

- 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.
- A certification in programming/software development will be an added advantage
- Good knowledge of system development and design principles such as Object-Oriented Design and Development
- Ability to analyze user requirements
- Ability to provide input to business processes reengineering, elaboration, and implementation of new systems
- Fluency in English, 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
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## 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 <sup>st</sup> tranche	Upon submission and acceptance of <ol style="list-style-type: none"><li>1) Inception Report with detailed methodology, work plan on e-solution System for JEG</li><li>2) Requirement analysis document: final specification of platform discussing with the working units, and</li><li>3) The development of the draft platform which has been presented to personnel</li></ol>	UNDP	20%
2 <sup>nd</sup> tranche	Upon submission and acceptance of <ol style="list-style-type: none"><li>1) Complete software application for the end-to-end e-solution System for JEG process</li><li>2) The system design document and User Acceptance Testing (UAT). This should be after a successful testing and acceptance of the platform</li></ol>	UNDP	40%
3 <sup>rd</sup> tranche	Upon submission and acceptance of: <ol style="list-style-type: none"><li>1) Technical Software Documentation, User Guides, User Manuals and training materials,</li><li>2) Conduct five successful training sessions, System Implementation and the submission of final report/ on e-solution System for JEG</li><li>3) The accepted platform guidance notes, full rollout, acceptance of final complete product, and maintenance training for digital team</li></ol>	UNDP	40%

Note that final payment is dependent on the completion and submission of all the deliverables and their acceptance by the contracting party, as well as hand-over notes.

## 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
<b>T O T A L</b>		<b>100%</b>	<b>1000</b>

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 - Global and e-solution System of JEG experience on public sector project document design.  - Work for UNDP/ major multilateral/ or bilateral programmes	120
<b>S U B T O T A L</b>		<b>300</b>

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
<b>S U B T O T A L</b>		<b>400</b>
Technical Proposal Evaluation (FORM III) Management Structure and Key Personnel		



<b>3.1</b>	<b>Lead Consultant/Team Leader</b>	
	General Qualification	
	Suitability for the Project	
	- experience in public sector project document design /on similar assignment	<b>55</b>
	- Training experience	<b>20</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of Ethiopian Civil Service	<b>30</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>140</b>
<b>3.2</b>	<b>Senior Consultant</b>	
	General Qualification	
	Suitability for the project	
	- Experience public sector project document design / on similar assignment	<b>40</b>
	- Training experience	<b>15</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of the Ethiopian Civil Service	<b>25</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>120</b>
<b>3.3</b>	<b>Associate Consultant</b>	
	General Qualification	
	Suitability for the project	
	- experience public sector project document design /similar assignment	<b>15</b>
	- Training experience	<b>5</b>
	- Professional experience in the area of specialization	<b>10</b>
	- Knowledge of the Civil Service	<b>10</b>
	- Language qualification	<b>10</b>
<b>SUB TOTAL</b>		<b>40</b>
<b>TOTAL (3.1+3.2+3.3)</b>		<b>300</b>
	<b>Aggregate</b>	<b>1000</b>

## **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.

### **HOW TO APPLY**

It should be submitted through <https://etendering.partneragencies.org> search for **Event ID ETH4176**