

Guide to Drafting Terms of Reference (TOR)
National Personnel Service Agreement

1. Position Information

Office/Unit/Project	Democratic Governance Reform Project for Tigray Region (DGRPT)
Title	Project Specialist, Civil Service
Level	NPSA 10
Duty station (City and Country)	Tigray (Mekelle) with frequent travel to the field.
Type (Regular or Short term)	Regular
Office- or Home-based	Office Based
Expected starting date	August 01, 2024
Expected Duration	One year with a possibility of extension subject to availability of funding
Position Number (s)	214307

2. Office/Unit/Project Description (max three hundred words)

The Democratic Governance Reform Project for Tigray Region (DGRPT) is a one-year (March 2024 to March 2025) multi-stakeholder project. The project is technically managed by UNDP with close coordination with the UN Resident Coordinator's Office to support efforts to build the capacity of the Interim Regional Administration of Tigray (IRAT) following the Pretoria Agreement. The aim is to lay the foundation for addressing peacebuilding-related capacity gaps in Tigray's justice sector civil service, and democratization institutions (political parties, civil society, and the media). The project responds to the needs and commitment of the IRAT, to address governance deficits to drive forward implementation of the Pretoria Agreement & beyond. The UN considers critical to peace consolidation the strong calls of the IRAT for democratization, social and political changes, greater- openness and accountability, government responsiveness, and accommodation of political positions. The project, with due consideration of the Constitution of the Federal Democratic Republic of Ethiopia and commitments to meet the Sustainable Development Goals (SDGs), will support the region to enhance efforts towards strengthening institutional capacities, frameworks, personnel, and systems to ensure sustainable peace.

This project is an outcome of extensive needs assessment, consultations with the Interim Regional Administration of Tigray, and guidance from the Federal Ministry of Finance to initiate a democratic governance reform project owned and led by the IRAT. It will deliver three inter-related and complementary outputs:

Output 1: A unit with a dedicated and competent team equipped with the necessary expertise, resources, and mandate to effectively lead the implementation of the DGRPT is established.

Output 2: Three interrelated comprehensive democratic governance institution assessments conducted, and the basic functionality of the target institutions restored.

Output 3: A five-year evidence-based gender-responsive democratic institution reforms programme aimed at promoting transparency, accountability, and inclusivity within governance structures in Tigray developed and launched for implementation.

In view of this, UNDP would like to recruit a competent a Civil Service Project Specialist who would join the DGRPT Project in Mekelle, Tigray to effectively deliver the goals and objectives of the Peace

Support Programme.

3. Scope of Work (5 to 7 items only)

Summary of Key Functions:

1. Provision of technical advice and services internally within the Civil Service Commission of the region and project team, and externally to other regional government offices on implementation of the civil service intervention/initiatives in alignment with the DGRP4T project objectives and principles.
2. Facilitation and provision of technical support on the undertaking of comprehensive assessment on the area of civil service reform and design of a comprehensive civil service reform programme.
3. Provision of technical support towards establishment and strengthening of strategic partnerships with key stakeholders, regional/ national actors, and development partners, and support the resource mobilization efforts of the project.
4. Analysis and synthesis of the regional civil service towards improving systems, processes, and standards in order to underpin performance, accountability, and meritocracy within the civil service.
5. Undertaking regular monitoring and evaluation of DGRP4T activities as per the project M&E framework and plan, analysis of programme data for promotion of data use for decision making.
6. Facilitation of knowledge building, management, communication, and outreach.

4. Duties and Responsibilities

3.1. Provision of technical advice and services internally within the Civil Service Commission of the region and project team, and externally to other regional government offices on implementation of the civil service intervention/initiatives in alignment with the DGRP4T project objectives and principles focusing on the achievement of the following results.

- o Provide high quality technical support and advice to Civil Service Commission and other relevant government offices on the area of civil service and facilitate the effective implementation of the project.
- o Keep abreast of policy changes and trends regarding civil service reform and context; and analyze and inform the project management.
- o Identify sources of information related to policy-driven issues and share with project unit.
- o Coordinate with UNDP Democratic Governance and Peacebuilding Unit as well as the regional governance sector operating in the region to align with the work of the DGRP4T intervention.
- o Ensure adherence of UNDP-supported work to safeguards: HACT, ESS, human rights, 'leaving no one behind and "do-no-harm" updates risks and risk mitigation, to inform future plan.

3.2. Facilitation and provision of technical support on the undertaking of comprehensive assessment on the area of civil service reform and design of a comprehensive civil service reform programme focusing on the achievement of the following results.

- o Facilitate and undertake a comprehensive assessment on the area of civil service reform in collaboration with relevant regional institutions/ Bureau.
- o Support on development of well-structured and sustainable capacity development plans for addressing them.
- o Identify programmatic entry points through comprehensive gap assessments and actively contribute to the formulation of comprehensive civil service reform programme.
- o Coordinate project implementation with implementing partners according to agreed-upon priorities, AWP, and available resources.

3.3. Provision of technical support towards establishment and strengthening of strategic partnerships with key stakeholders, regional/ national actors, and development partners, and support the resource mobilization efforts of the project focusing the achievement of the following results.

- o Build strong and trusted relationships with regional bureaus, including zonal and woreda officials, as well as with target communities.
- o Ensure effective partnerships with the UN Agencies, bi-lateral and multi-lateral donors, academia, civil society in the specific thematic areas based on strategic coordination among goals of the regional government's priorities.
- o Prepare briefing notes, statements, talking points and speeches for Senior Management related to DGRP4T project under custody,
- o Maintain project staff, partners briefs and activity information for bilateral donors, civil society, academia, private sector, and other stakeholders, to support UNDP's visibility activities.
- o Lead local platforms of like-minded state and stakeholders to contribute to improving the civil service in the region.

3.4. Analysis and synthesis of the regional civil service towards improving systems, processes, and standards in order to underpin performance, accountability, and meritocracy within the civil service focusing on achievements of the following results.

- o Develop concept papers, briefing notes, issues papers and analytical pieces to inform UNDP/IRAT policymaking and programming.
- o Contribute to policy analysis and research of the civil service situation in the region with a particular focus of areas that have impacts on the project outcome.
- o Identify areas for support and interventions within the thematic/sectoral areas assigned based on the above analysis.
- o Ensures gender equality and social inclusion are integrated into all aspects of planning, budgeting, implementation, monitoring, and evaluation.

3.5. Undertaking regular monitoring and evaluation of DGRP4T activities as per the project M&E framework and plan, analysis of programme data for promotion of data use for decision making focusing on achievements of the following results

- o Regular monitoring and oversight of projects and suggest timely readjustments when necessary.
- o Effective application of RBM tools, monitoring achievement of results and contribution to team and office-wide initiatives and activities,
- o Financial and physical substantive monitoring of projects, analysis of the project environment, identification of operational and financial challenges/risks and propose timely adjustments and/solutions,
- o Regular field monitoring visits, reporting back on findings and recommendations, follow-up to ensure timely implementation of the recommendations to build the capacity of the implementing partners,
- o Compilation of project progress reports, distilling lessons learnt, contribution to UNDP corporate reporting requirements.

3.6. Facilitation of knowledge building, management, communication, and outreach focusing on achievements of the following results

- o Identify and synthesis of best practices and lessons learnt linked to programme objectives and priorities,
- o Identify, document, and share lessons learned and generate recommendations for consideration of the UNDP management /Project Steering Committee to feeding into improved implementation of the DGRP4T project.
- o Ensure good coordination and collaboration with suppliers, implementing partners, beneficiaries, and other key project stakeholders.

- o Promote close coordination with other partners and/similar initiatives on civil service to improve systems, processes and standards to underpin performance, accountability and meritocracy; and ensure constructive collaboration as much as possible,
- o Coordinate internal and external reviews and evaluations and facilitation of application of lessons in future programming.
- o Sound contribution to knowledge building, networks, and communities of practice,
- o Systematic recording of best practices and lessons learnt in the areas assigned,
- o Organize tailored made trainings for implementing partners, operations/projects staff on programme management issues applying RBM tools,
- o Synthesize lessons learnt and best practices in project implementation and participate actively in relevant communities of practice.
- o Prepare and/ or contribute to communications materials, including audio-visual products, on UNDP's Peace Support Programme and other related efforts.
- o The incumbent performs other duties within their functional profile as deemed necessary for the efficient functioning of the Office and the Organization

5. Institutional Arrangement

Under the guidance and direct supervision of Team leader of the DGRP4T project or his/her designate, Project Specialist on Civil Service is responsible for ensuring effective management of the DGRP4T Project, providing technical and operational support to the comprehensive assessment, design, implementation and monitoring and reporting activities relevant to civil service intervention. The position holder is also expected to assist in the interface between UNDP and its implementing partners in the targeted region, most notably on civil service reform institutions/actors. The incumbent would be required to support the conduct of the requisite analytical and situational assessment to inform programme design and understand trends and patterns that impact on the programme. He/she provides policy and technical advisory services to regional government counterparts as well as UNDP.

The Project Specialist is expected to work independently, with minimal supervision but in close collaboration with the programme colleagues within the Country Office, and to actively engage with government partners and other actors.

6. Impact of Results

The results to be delivered by the Project Specialist will ensure effective implementation of DGRP4T Project in Tigray. Further, it will enhance UNDP's ability to improve system and effective performance of civil service to people of Tigray. UNDP's stakeholders and partners are increasingly requiring that we demonstrate greater development results and harmonization by ensuring implementation of programmes and projects in a more integrated and coherent manner, and by adapting a results-based project management, ensuring sustainability of development results. This capacity would allow UNDP to offer to partners – government and donors, implementation of sound projects and programmes that are evidence-based, relevant and effective. The results will also facilitate a new paradigm by applying

portfolio approach in programming that ensures alignment and complementarity, shared learning, and value for money.

5. Competencies

Core		
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact	
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems	
Learn Continuously:	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences	
Adapt with Agility:	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands	
Act with Determination:	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results	
Engage and Partner:	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration	
Enable Diversity and Inclusion:	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity	
Cross-Functional & Technical competencies (insert up to 7 competencies)		
Thematic Area	Name	Definition
Business Direction & Strategy	System Thinking	Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an over process or system, and to consider how altering one element impact on other parts of the system
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge relevant for context, or responsive to a stated need
Business Management	Project Management	Ability to plan, organize, prioritize, and control resources, procedures, and protocols to achieve specific goals
	Partnerships Management	Ability to build and maintain partnerships with wide networks stakeholders, governments, civil society and private sector pa experts, and others in line with UNDP strategy, policies, and p
	Risk Management	Ability to identify and organize action around mitigating and proactively managing risks
	Working with Evidence and Data	Ability to inspect, cleanse, transform and model data with the discovering useful information, informing conclusions, and supporting decision-making
2030 Agenda: Civil Service	Civil Service	Organizational and individual capacities to design, implement monitor and evaluate policies in line with the Agenda’s broad

6. Minimum Qualifications of the Successful NPSA

Min. Education requirements	- o Advanced university degree (master's degree or equivalent) in public administration, pedagogy, Public Policy, Project Management or relevant related field is required, or - o A first-level university degree (bachelor's degree) in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree.
Min. years of relevant work experience	- o Minimum of 5 years (with master's degree) and or 7 years (with bachelor's degree) of relevant experience at the national or international level in project management and provision of technical advisory services is required. - o Experience in the usage of advanced computers and office software packages, including in Microsoft applications (word, excel, PowerPoint) and common internet applications and handling of web-based management systems is required.
Required skills	- o Demonstrated working level experience in civil service policy analysis and capacity development. - o Good knowledge and understanding of Ethiopia, including civil service and economic, and social context of target Regions. - o Proven capacity to communicate fluently with different stakeholders (civil society, government authorities, local communities, private sector, project staffs,) - o Proven capacity for responsible problem-solving and troubleshooting.
Desired skills in addition to the competencies covered in the Competencies section	- o Hands-on experience in the design, monitoring and evaluation and impact analysis of civil service reform or relevant projects and programmes. - o Experience and track record of engagement with and coordinating activities and initiatives that involve senior levels of government, United Nations, and donors. - o Experience in the field of post-conflict coordination and proven analytical capacity, especially for issues related to civil service. - o Practical experience in organization management, strategic planning of associations and public organizations at the national and regional level. - o Experience/Familiarity with programmatic issues related to civil service reform. - o Good knowledge of institutional mandates, policies and guidelines on national civil service reform, and a good knowledge of the United Nations System and the multi/bilateral cooperation. - o Deep understanding of the Ethiopian political and governance context.
Required Language(s)	o Fluency in English and Tigrigna is required.

7. The following documents shall be required from the applicants:

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: one page) indicating why the candidate considers him-/herself to be suitable for the position.

9. Approval

This TOR is approved by: *(indicate name and title of Approving Manager)*

This certifies the appropriateness of the functions to the NPSA contractual modality.

This TOR is approved by:

Name: Samuel Doe

Title: Resident Representative

Signature: _____

Date: _____