Ethiopian Civil Service College

Consultancy Policy & Guidelines

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Preface

This *Consultancy Policy and Guidelines* manual is developed to serve as a reference source for education business process of the Ethiopian Civil Service College. It is intended to be a "User's Guide" to assist all academic staff members of the College in carrying out their various responsibilities under the education business process.

  The manual contains the policy, a description of appropriate procedures and forms to help the user better understand the consultancy business processes of the Ethiopian Civil Service College. This should provide for more consistency as well as promote efficiency and effectiveness. The policy and guidelines include several features that should help the user. It is generally organized by major functional categories and has a Table of Contents.

  The Policy and Guideline manual is available on the College website www.ecsc.edu.et. Moreover, a copy of the policy and guidelines is distributed to every institute and specialized team in the College. A staff member with a question or concern about any part of this manual should consult the specialized team leader, the Director of the Institute or the Vice President for Academic Development.

  This policy is an outcome of a collective effort. Hence, I would like to express my very sincere appreciation to Ato Teshome Tafesse who drafted the policy and guideline. I also would like to thank all members of the steering committee of the Business Process Reengineering Project of the College: Dr. Samson Kassahun, Ato Abera Lulessa, Ato Yimer Mohammed, Ato Ayele Mulugeta, Ato Wagari Negari, and Ato Getachew Weldemariam, for their significant contribution in enriching this document.

Dr. Haile –Michael Aberra
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PART ONE: - THE ECSC CONSULTANCY POLICY

I. Introduction

The Ethiopian Civil Service College (ECSC) was re-established by Council of Ministers Regulations No.121/2006, with the legal mandate to operate as an institution of higher education, catering for the training needs of the civil service of the regional and federal governments of the country. In addition to the delivery of various short-term courses, undergraduate and graduate programs; the College has a mandate to undertake problem solving research and study that are geared towards policy intervention in various socio-economic areas of the country.

Other than conducting research, the College's re-stated mandate also includes the provision of consultancy services to regional and federal government offices in various fields. Consultancy services in capacity building and development-related areas could positively contribute to the provision of high standard services to all customers.

Moreover, the college recognizes that the demand for constancy services pre-supposes the external relevance of the professional staff member's expertise to industry, commerce, government institutions and the wider community. The College also recognizes

that external demand for consultancy service is likely to increase as a result of the conducive government policy environment and drive for smooth and integrated development. From this perspective, developing customer-focused and responsive consultancy service contributes to the ongoing development of the country.

1.1. Definition of Terms

For the purposes of this policy, unless otherwise stated, the following definitions shall apply;

i)   "College" means the Ethiopian Civil Service College (ECSC).

ii)   "Consultancy" means the deployment of existing professional knowledge and the application of analytical and investigative skills to the resolution of problems presented by a client. It involves the identification and cross-fertilization of best practices, analytical techniques, change management and coaching skills, strategy development or even the simple advantage of an outsider's perspective.

iii)   "Consultant" means a staff member who is assigned to provide consultancy service.

iv)   " Consulting Team" means a team consisting of staff members assigned to provide consultancy service

v) "Institute" means academic center as used in the college's Legislative Manual, 2007.

vi) "Service" means consultancy service of this College.

vii) "President" means the President of the College.

viii) "Vice President for Academic Development" means the Academic Vice President for Academic Development of the College.

ix) "RCCO" means the Research and Consultancy Coordination Office of the College.

x) "Director" means the director of institute operating in the College

xi) "Consultancy Program Manager" means the Consultancy Program Manager assigned to coordinate consulting activities within the each College Institute.

1.2. Objectives of the Consultancy Policy

The objectives of developing this policy are:

a) To establish a systematic and coherent consultancy service delivery system that supports the success of the mission of the College.

b) To lay a foundation for a clear and accessible system of the service;

c) To ensure transparency, effectiveness and efficiency of the service towards the attainment of the vision of the College; and

d) To encourage staff participation in consultancies that would bring   opportunities and benefits to the College, its staff and clients

1.3. Scope of the Policy

1) This policy applies to all consultancy services rendered by the College.

2.0 Policy Provisions

2.1. Types of Consultancy Services

The College shall provide three types of consultancy services, namely, Strategic Consultancy, Negotiated Consultancy and Community Service Consultancy, all of which are classified under the general term *College Based Consultancy Services*. The three types of services are defined below:

a) *Strategic Consultancy* refers to the professional service or work that would normally be undertaken to provide public service aligned with the College's strategic priorities as set out in the College establishment

document. This may be received as government assignment, initiated by the College and/or as direct request from Public Sector Institutions.

b) *Negotiated Consultancy* refers to the provision of professional service or work to external parties on the basis of a contract signed between the College and the client. This could be received as a direct request from the client or as a tender from the market. However, a *Negotiated Consultancy* agreement must not conflict with other core businesses of the College (teaching, research and training) and also with the Strategic and Community Service Consultancy work.

c) *Community Service Consultancy* refers to professional service or support normally provided for public purposes by a staff member in her/his professional capacity. It is an agreement where no money other than direct expenses is paid. However, a Community Service Consultancy agreement must not conflict with the core businesses of the College (teaching, training, research and strategic consultancy).

Community Service Consultanc*y* could be in the form of coaching, mentoring, lectures, tutorials, performance assessment, strategic planning support or conducting

surveys for a non-for-profit community organization or registered charity, civil society, *kebele* or *woreda* level institutions.

Activities such as staff member's service, as a member of the Board of Directors in government enterprises, public agencies, other educational institutions, professional associations or staff members service as coordinators, facilitators, or supporting publicly owned projects or civil societies at any capacity are considered as Community Service Consultancy.

2.2. Accessibility of Clients to the Service

a) The College shall employ various ways of reaching its clients. It shall identify gaps and create consultancy requests among public institutions.

b) All available capacities of the College to provide all sorts of Consultancy Services to its key clients – the public sector at Federal and Regional State levels shall be continuously communicated or promoted through the Public Relations and Marketing Office of the College, using various media, including, among others, websites, electronic media, printed media, etc. There shall be a permanent space in the official website of the College that is devoted to

Consultancy Services promotion and communication. This web space shall be monitored by the RCCO, in collaboration with the web master or administrator of the College and Public Relations and Marketing office. On top of that, the RCCO shall work hard, in cooperation with Institutions and Centers and through networking with relevant institutions at Federal and Regional levels, to facilitate accessibility and promotion of the service.

c) In all cases of Consultancy Services provision, Civil Service and/or Public Service areas shall be given priority.

d) Notwithstanding Sub Article (3) above, the College may offer services to non-governmental sectors where the requested or negotiated service has a direct relevance to the ongoing capacity building of the civil service and development endeavors of the nation.

2.3. Contract Negotiations and Authorization
2.3.1 Negotiations

a) Negotiations shall take into account civil service or public service   priorities and the mission of the College.

b) Negotiations may be made using different media. However, these must be supported by official documents.

c) Where the services are requested by the Federal Public Sector institutions, these shall be handled by the President, before being forwarded to the Vice President for Academic Development, and then to RCCO.

d) Where the services are requested by any client, other than as stated under Sub Article (3), negotiations shall be held with the Director and Consultancy Program Manager and should be approved by the President or the Vice President for Academic Development.

e) For the expediency of legal matters and any other issues related to indemnity and others, any negotiated contract shall be signed by the President.

f) However, the President may delegate the Vice President Academic Development or Director or Head of RCCO on case-by-case basis, to sign a contract, or verify or explain issues related to the contract agreement.

g) The College Legal Office shall provide assistance on the legal aspects and the College Finance Support Business Process shall provide assistance on financial aspects of the consultancy negotiations with the party commissioning the work.

h) Terms and Conditions negotiated and agreed by all parties shall be prepared by the Legal Office and checked by the Director before it is forwarded to the RCCO.

2.3.1   Contract Authorization

All consultancy work to be undertaken by the College consultancy business process must have prior approval or internal authorization of the College Management. This shall be communicated in written form to all concerned support business process units.

2.4.   Staff Members Level of Involvement in Consultancy Services

a) The level of involvement of academic staff in Consultancy Services shall be commensurate with the education and training policy of the College. Accordingly,

      i) Core academic staff members for consultancy and training business shall be required to engage 75% of their workload time in consultancy and training and 25% in education and research; and,

      ii) Core academic staff members for teaching and research shall be required to engage 75% of their workload in teaching and research and 25% in consultancy and training.

b) The Consultancy Program Manager, in consultation with Education, Research and Training Program Managers, shall work, on case by case basis, to ensure that a good balance is maintained between time spent on consultancy and on other core academic activities as per the College relevant policy.

2.5. Assignment of Consultants

Recruitment of staff as consultants shall be transparent, fair and competence- based. To this effect, there shall be recruitment criteria.

2.6. Consultancy Project Proposals.

a) Project proposals shall be prepared for all consultancy services to be done and approved by the College management.

b) The project proposals shall be formulated according to the standard consultancy project proposal format prescribed by the College.

2.7. Quality Assurance

a) The consultancy services offered shall be in accordance with the quality assurance guidelines of the College.

b) Where there are deliverables, delivery shall be made to the client upon approval by the College Quality Assurance Team.

c) The College shall put mechanisms to ensure quality as per the satisfaction of clients.

2.8. Payment and Financial Management of Consultancies

2.8.1. Payment by the client to the College

a) All consultancy services related to payments shall be made timely in   accordance with the contract.

b) All Strategic Consultancy works and Community Service

Consultancies shall be rendered on a cost recovery basis.

c) In case of Negotiated Consultancy Services, the College may apply competitive market prices.

2.8.2. Payment by the College to the Consulting Staff

a) In principle, every consultancy service rendered by the academic staff shall be credited in accordance with the workload policy of the College.

b) The full load of consultancy services shall be 39hrs/week. But, as for the other core businesses, the consultant can work 24hrs extra paid work, depending on the demands of the specific project.

c) Consultancy services offered by an academic staff shall also be considered in academic promotions.

d) Before the commencement of the service, the volume of the task shall be computed in credit hours as per the workload policy of the College.

e) In certain circumstances, where a staff member is assigned to undertake an extensive full time engagement in consultancy service, consulting work shall be taken as normal workload. In such a case, all other appropriate payments such as daily allowance, professional fees, etc that are earmarked in the project proposal document shall be made to the staff member, in accordance with College standards.

2.9 Management and Flexibility

a) The College Management shall be responsible for the College consultancy business process.

Therefore, reports should be submitted to the President or Vice President for Academic Development as per the time table and standard of the college.

b) Consultancy serve operations are usually at institute/center or consultancy team level.

c) Inter-institute consultancy projects shall be coordinated by RCCO.

2.10. Determination of Disputes

a) Amicable settlement shall always be the priority in handling consultancy related disputes that may arise between the College and the Client. However, if this is not possible, final solution shall be sought from the legal courts.

b) In the event of any dispute between the College and a staff member relating to consultancy, such dispute shall be resolved by discussion and negotiation.

2.11 Promotion of the Consultancy Services

There shall be continuous promotion of the services of the College through RCCO and the Public Relations and Marketing Office of the College.

2.12 Policy Review

- This Policy shall be reviewed regularly and updated as appropriate by the College.
- Any amendments, updates or modifications to the Policy shall be approved by the Board of College Management.

PART II: - CONSULTANCY SERVICE GUIDELINES

3.0 INTRODUCTION

As a result of the reengineering process, substantial changes have been made to the existing consultancy service delivery system. Widening the consultancy service inputs, empowering institutes and assigning of a process manager to the service are some of the major changes. To this end, the Consultancy Business Process policy has been developed to be used in the newly designed system of the College.

To implement the new design as per the policy, the following guidelines have been prepared. They show steps and procedures to be followed in this consultancy business process. Beside, the guidelines have been organized according to the sequence of the millstones of the consultancy service. These are Consultancy inputs (Direct request, Tender, Government assignment, Research Recommended and Consultancy Explored by the process) both of which are College based services, Negotiation, Assignment of consultants and Follow up and monitoring.

3.1 OBJECTIVES

The objectives of the guidelines are:

- To set clear direction on how to manage the service around the new design;
- To provide the roles in relation to the inputs; and

- To show points of interface for the process team to mange the process easily.

4.0 INPUTS AND TYPES OF CONSULTANCY SERVICES

The Consultancy Business Process of the College has five types of inputs which can be categorized, into two broad areas, that is, reactive and proactive.

4.1. Reactive Inputs

A reactive input is a consultancy service which the college has requested or has found from the market. This includes: Government assignments, direct requests and Tender.

4.1.1. Government Assignment

Government assignment is an input that comes in the form of direct assignment by the Ministry of Capacity Building to carry out consultancy services.

4.1.2 Direct Requests

Direct request is an input that is directly sought by a public institution or regional state that may be seeking professional support or consultancy services.

4.1.3   Tender

A tender-based consultancy service is a service obtained through bid announcements from the market.

4.2. Proactive Input:

A proactive input is a consultancy service input identified through the initiative of the consultancy business process of the College. This includes research recommended consultancy services and services explored by the business process.

4.2.1 Research Recommended

Research recommended consultancy is an input obtained form research products. It is a result of recommendations made by the research products suggesting consultancy service to be given.

4.2.2   Explored by the Process

This is a consultancy that is explored by the consultancy business process with a view to give consultancy services for the client. This is obtained by the consultancy business process of the College through explorative visits to Regional states or Federal public institutions.

4.3. As per the consultancy policy, all inputs described under 3.1 and 3.2 of these guidelines shall be receipted by the College or respective institutes, in the form of College-based consultancy services. Depending on the nature, importance or relevance of the inputs, they can be taken as Strategic Consultancy Service, Negotiated Consultancy Service or Community Consultancy Services.

4.4. Setting the Process in Motion

4.4.1 The consultancy business process shall begin to operate upon communication of inputs to the College or respective institutes in the form of request or assignment.

4.4.2 In case of tender, the business process shall take the initiative to research and communicate its recommendations.

4.4.3 The mode of communication of inputs may be through an official letter, fax, e-mail and web designed for this purpose.

5.0 SPECIFIC GUIDELINES

5.1. Direct Request

a) The Consultancy Program Manager may receive requests directly or as forwarded to

him/her from the Director or RCCO or College management.

b) Subject to the Institute's powers as indicated in the Consultancy Policy of the College, negotiation, assignment of consultants and execution procedures up to the end of the services, including collection of payment, will be as per this Guideline.

5.2. Government Assignments

a) The top management of the College shall receive government assignments.

b) The top management shall then forward same to the pertinent Institutes through RCCO for application.

c) Subject to delegation of powers as indicated in the Consultancy Policy of the College, assignment of consultants and execution procedures up to the end of the service, including collection of payment, shall be as per these Guidelines.

5.3. Tender Procedure

a) The Consultancy Program Manager, herein after called "the Program Manager" shall scan relevant media: print, electronic, and website for relevant consultancy bid announcements and shall select bids that are relevant to the process.

b) Having a list of bid items, the Program Manager shall proceed to buy bid documents.

c) After getting the bid documents, the Institute Director shall decide the tender to handle or bid for.

d) The Institute Director, in consultation with the Program Manager, shall assign relevant consultants to prepare technical and financial proposals.

e) The Program Manager shall collect draft proposals and reviews.

f) The Program Manager shall prepare a cover letter, get it sealed, and then send it to the relevant bidding institutions or clients.

g) The Program Manager or his assignee shall attend the bid document opening session to be held in the premises of the client.

h) The Program Manager shall then collect the award, if the bid is won.

i) The Program Manager, together with RCCO, shall prepare a draft contract and get it signed by the President or his designate.

j) The assignment of consultants and execution procedures up to the end of the service, including collection of payment, shall be as per these guidelines.

5.4 Research Recommendations

a) The Program Manager collects relevant accessible research out puts to be reviewed;

i. The Program Manager, in consultation with the Institute Director, shall assign appropriate persons to review and produce a report on possibilities of consultancy intervention.

ii. The Institute Director shall send an official letter to the potential client regarding the possibility to render consultancy services.

iii. The Director may send a team of consultants or Program Manager to persuade the client to respond positively, where the client has a problem in making decisions.

iv. Where the client responds positively, negotiation, assignment of consultants and execution procedures up to the end of the service, including collection of payment, shall be as per these guidelines.

5.5. Exploration by the Process

i. At least two explorative visits are to be made in a fiscal year.

ii. In every fiscal year, at least three Regional sates and three Federal public sectors will be covered by the visit.

iii. Explorative visits shall be based on reliable data collected in advance by the Program Manager.

iv. The selection process of a specific Federal or Regional institution shall be made by a team which constitutes at least three staff members.

v. The Program Manager shall notify the Institute Director the institutions to be visited, list of potential team members to undertake explorative visits and secure the Director's consent before proceeding to the next step.

vi. An official letter signed by the Vice President for Academic Development, stating the objective or mission of the visiting team, shall then be sent to the selected regional states and public sectors. A copy of this letter shall be sent to the Vice President for Business and Development, to facilitate travel arrangements like – issuance of allowances and transport arrangements. The assigned team will be expected to submit a detailed report after completion of its visit. The team shall, as much as possible, submit its visit report to the Program Manager within five working days of its return.

vii. The data obtained by the team shall be analyzed and the institution to which consultancy services are to be provided, shall be determined by the Program Manager and the Institute Director.

viii. The Program Manager shall communicate with the clients to determine whether they want the services to be provided.

ix. Where the client responds positively, subject to Institute powers as indicated in the Consultancy Policy of the College, negotiation, assignment of consultants and execution procedures up to the end of the services, including collection of payment, shall be as per these Guidelines.

6.0 INPUTS AND TYPES OF SERVICES.

6.1 Negotiations

i. The Program Manager shall make preliminary preparation for negotiation. The preliminary preparation might include collection of necessary data relevant to the service requested.

ii. The Program Manager shall make arrangements with the client for negotiations. Negotiations shall be led by the Director.

iii. Where consent is reached, the Program Manager, together with RCCO, shall

draft a contract based on the agreed terms.

iv. The contract shall then be signed by the President or his designate as per the consultancy policy.

6.2 Assignment of Consultants

i. Based on the specific nature of the service, recruitment criteria shall be set by the Director in consultation with the Program Manager and relevant specialized team leaders.

ii. The Program Manager shall select consultants from the staff as per the selection criteria and get the consent of the Director.

iii. Any selected staff member shall complete the assignment acceptance form before the commencement of the task. The assigned consultancy task shall then be computed as per the academic workload of the College.

iv. If the computed workload exceeds the standard load i.e., 39hrs/week, the consulting staff shall be entitled to be paid for extra time he/she offered his/her services. In this case, the Program Manager shall facilitate the signing of the extra load form and get it approved by the Director.

v. The assigned consultant shall be required to carryout the service as soon as he/she signs the Consultancy Assignment Form, and shall be expected to timely update the Program Manager about the progress of the service.

6.3. Consultancy Project Proposals

i. Project proposals shall be prepared for all Consultancy Services to be offered by the College.

ii. Assigned Consultants shall be responsible for the preparation of the consultancy

project proposal, under the supervision of the Program Manager.

iii. The project proposal shall be formulated according to the standard format [See Annex: 2].

iv. The project proposal shall be divided into technical and financial parts.

The technical part of the proposal shall describe the scope, methodologies, and all technical matters pertinent to the nature of the project.

v. The financial part of the proposal shall present all estimates of funds required for the project. Among others, the following budget heads should be taken into account:

➢ Professional fees;

➢ Itemized materials and personnel costs;

➢ Travel expenses, per-diem, fuel, vehicle rent and maintenance, airfares;

➢ Cost of equipments (purchase, rent or depreciation);

➢ Electrical, telephone and other expenditures;

➢ Administration overheads; and,

➢ Contingencies.

vi. The consultancy project proposal shall then be submitted to the Director by the Consultancy Program Manager for approval. The Director shall approve the same after discussion with the client and final approval from the College management.

vii. A copy of the approved consultancy project proposal shall be sent to the Vice President for Academic Development, RCCO, Finance and Procurement support business process of the College.

6.4. Follow - up and Monitoring

i. The consultant shall provide an inception report and action plan, if any, to the Program Manager.

ii. The Director shall follow the execution as per the action plan.

iii. The Program Manager and/or appropriate persons who are to be assigned by the Director shall regularly review progressive reports of the service and provide any comments and feedback to the Director.

iv. The assigned consultant or team of consultants shall incorporate comments or respond to the feedback.

v. The Program Manager shall follow or check the inclusion of the comments or appropriate response to the feedback.

vi. The assigned consultant or team of consultants shall prepare an exit report, which shall be checked against the overall consultancy service agreement.

6.5. Quality Assurance

i. The quality of the service shall conform to quality assurance guidelines of the College.

ii. Exit reports shall not be approved until the reviewers have confirmed that the service was rendered as per the contractual terms and standards of the College.

iii. Reviewers shall be expected to give professional and reasonable comments

6.6. Payment Procedures

i. Payments to consultants shall be effected upon approval by the Institute Director. All payments shall be as per the particular

project proposal and academic workload of the College.

ii. All agreed down payments and other payments by the client shall be collected as per the agreement.

iii. Payments, according to the Finance and Procurement policy, falling within the powers of institute, shall be handled by the Program Manager.

iv. Any delays in payment shall be reported to the Institute Director for appropriate action.

6.7. Transparency

i. All working procedures shall be open to clients. To this effect, the Program Manager shall implement all necessary steps in his/her area of service.

ii. Any change in working procedures that may affect the interest of the client shall not be made without the knowledge of the client. Hence, in this case, the Program Manager shall notify or inform the relevant client.

6.8. Promotion

The Program Manager shall promote the constancy services offered by the institute. Where the promotion is required to be done via media, he/she shall work in collaboration with RCCO and the Public Relations and Marketing office of the College.