



**Government of the Republic of the Philippines**



**European Union**

**Technical Assistance to the Justice Sector Reform Programme  
Governance in Justice (GOJUST) EuropeAid/136651/DH/SER/PH**

**TERMS OF REFERENCE  
NON-KEY EXPERTS (NKE) MISSION NR. 38  
TITLE: Drafting of Guidelines for the Recruitment, Selection,  
Deployment and Performance Evaluation of Prosecutors in the  
National Prosecution Service**

Technical Assistance Team (TAT)  
GOJUST Programme, 6<sup>th</sup> Floor, Centennial Building,  
Supreme Court of the Philippines  
Padre Faura, Manila

**Endorsement of finalised ToR:**

---

**For internal use only:**

Endorsed by:

Means of endorsement:

Date:

# 1. BACKGROUND

The Government of the Republic of the Philippines with the support of the European Union is implementing the Justice Sector Reform Programme: Governance in Justice (GOJUST). GOJUST is funded by the European Union to the value of EUR 16,000,000 and with the support of the Spanish Agency for International Development Cooperation (EUR 2,000,000). The overall objective of GOJUST is: *To contribute to inclusive growth and poverty reduction through a strengthened justice system* and its specific objective is: *To increase the efficiency, effectiveness and accountability of the formal justice system*. The programme is being implemented from April 2016 to September 2019.

GOJUST seeks to achieve four major result areas, as follows:

- **Result 1:** Sector-wide coordination of the justice system strengthened and long-term reform strategy developed;
- **Result 2:** Backlog curtailed in courts and prosecution services and case management system streamlined and computerised (with focus on 'justice zones');
- **Result 3:** Justice sector agencies' administrative and financial management systems improved;
- **Result 4:** National/Regional Human Rights Institutions and CSO's capacity to promote accountability and fight impunity for major human rights violations strengthened.

The support provided under this programme will have a far reaching effect on the entire justice system, and will impact on three main agencies of government, namely the Judiciary, led by the Supreme Court at the apex, the Department of Justice, which includes the prosecution service, the correctional system, the public attorneys, the National Bureau of Investigation, and the Department of Interior and Local Government, which includes the police, the local detention facilities and the barangay justice system.

The programme is managed by a Programme Steering Committee headed by the Chief Justice of the Supreme Court, the Secretary of Interior and Local Government, and the Secretary of Justice and other designated representatives from the justice sector and stakeholders. The day to day coordination is done by the Programme Coordinator.

In line with the Direct Management component of the Financing Agreement, a Service Contract (EuropeAid/13665I/DH/SER/PH Nr.2016/37/788) for the provision of *Technical Assistance for the Justice Sector Reform Programme: Governance in Justice (GOJUST)* was awarded to a consortium of organisations under the leadership of the British Council (BC) in April 2016. The Service Contract requires the provision of a Technical Assistance Team consisting of three key experts that will be responsible for the three result areas. In addition, the service contract also includes the provision of 1,420 working days of non-key experts that will support the work of the key experts in the delivery of results under the programme.

Currently the GOJUST programme is supporting the development of a human resource competency system for the DOJ Central Office through a series of four workshops to be handled by resource persons from the Civil Service Commission (CSC). The aim of this intervention is to improve the competency modelling and profiling of the DOJ, develop competency-based qualification standards and job descriptions, and integrate the competencies in the human resource system. In this way, the modules will provide input to and be aligned with a competency-based HR system for national government agencies issued by the CSC, and the outputs will be guidelines as well as systems and standards that are adopted to the peculiar needs and context of the DOJ.

This particular mission calls for the improvement of the human resource system of the National Prosecution Service (NPS) through the review of current procedures for the recruitment, selection, deployment and performance evaluation of the prosecutors in the NPS and the production of a manual for the HR management of the NPS. The mission will take into consideration the agreements in the above described workshops and incorporate them into the manual and ensure that the manual is aligned with the policies of the CSC. This mission is being conducted based on a request of the NPS and the DOJ to complement and reinforce the ongoing efforts to improve the competency-based HR systems of the agency.

## **2. DESCRIPTION OF THE ASSIGNMENT**

### **2.1. Global objective**

The over-all objective of the assignment is to improve the human resource system of the NPS, which falls within the general ambit of Result 3 regarding the improvement of the justice sector agencies' administrative, including human resource management and financial management systems.

### **2.2 Specific objective(s)**

Specifically, the non-key expert is expected to achieve the following objectives:

- a) To review the current procedures for the recruitment, selection, deployment, performance evaluation and promotion of the prosecutors in the National Prosecution Service;
- b) To identify any gaps, issues and concerns in the above-named processes, and to update them in light of new guidelines issued by the Civil Service Commission; and
- c) To prepare a manual with recommended procedures for the human resource management of prosecutors, and to align them with the recommendations of the ongoing training and development of the competency-based HR system being undertaken by the DOJ and the CSC.

## **2.3 Requested services, including suggested methodology**

The scope of work of the consultant(s) shall include the following:

- a) A kick off meeting and discussion with the Technical Assistance Team of GOJUST on the assumptions and scope of work, and schedule;
- b) A review of relevant background information including the training curriculum of the Civil Service Commission on competency-based HR systems, the workshop outputs and recommendations, and various Civil Service policies, rules and regulations that govern the HR management of prosecutors;
- c) Preparatory meetings with the stakeholders (NPS, including the Special Projects Division and the Administrative Service of the DOJ) for the correct framing of the findings and recommendations of this assignment and to prepare for detailed activities to ensue;
- d) Interviews with key officials of the NPS, the Administrative Service of the DOJ and the trainers of the Civil Service Commission handling the training programme;
- e) Write-up of draft guidelines to be contained in a manual that will govern the recruitment, selection, deployment, performance evaluation and promotion of prosecutors in the service; and
- f) Presentation and validation of the findings and recommendations to a high-level meeting within the DOJ;
- g) Submission of the final report with input from the presentation and validation.

## **2.4 Required outputs**

The outputs of this engagement are the following:

- a) An Inception Report, submitted to the Technical Assistance Team (for the attention of Atty. Hector Soliman) no later than 5 days after the commencement of the assignment which shall include a Workplan for the conduct of the study and list of persons to be interviewed and surveyed, and finalization of the areas to be visited (in coordination with the TAT), if necessary;
- b) Draft Final Report to be submitted to the TAT for comments of the TAT and selected stakeholders; and
- c) A Mission Report, structured as follows:
  - Executive Summary
  - Introduction and Background
  - Main findings related to the over-all and specific objectives of this assignment
  - Key Findings and Recommendations of the study.
  - Conclusion
  - Relevant Annexes:
    - Revised and updated guidelines for the recruitment, selection, deployment, performance evaluation, promotion, rewards and incentives as it applies to the prosecution service;

- A manual, based on a compilation of the guidelines, that is aligned with guidelines issued by the CSC that will guide the prosecution service and the administrative service of the DOJ in the HR management of the NPS

## 2.5 Number of requested national experts and number of days required per expert

The following types of expertise are required:

Position	Designation	Type of Expertise	Duration (working days)
1	Senior NKE	Senior Human Resource Management Expert	25

The indicative breakdown of the level of effort of the consultant is as follows:

	No. of Days
Kick off meeting and discussion with the Technical Assistance Team of GOJUST on the requirements of the engagement	1
Review of relevant documents including the training programme for competency based HR system, current rules and regulations related to personnel for the prosecutors, outputs of the training programmes, and relevant CSC circulars and guidelines	3
Interviews with key NPS, DOJ and CSC officials on the practice and processes for the recruitment, selection, deployment and promotion of prosecutors, and analysis of the gaps and weaknesses of current processes	6
The drafting of the revised and updated guidelines and compilation of these into a manual for the HR management of the prosecution service that is aligned with guidelines issued by the CSC	7
Drafting of the final report with key recommendations for the improvement of the HR management of the prosecution service	5
Validation workshop on the final report and draft guidelines and manual	1
Draft final mission report consolidating and including all feedback received	2
<b>TOTAL DAYS</b>	<b>25</b>

The expert should have the following skills and competences:

- Fluent in spoken and written English;
- Excellent analytical competence, technical skills, and detail oriented;
- Excellent interpersonal skills;
- Active listening skills and strong writing skills;
- Ability to coordinate and communicate with key stakeholders.

### Profile required (Education, General and Specific Experience)

### ***Qualifications and skills***

- University degree in organizational development, human resource administration, public administration and other similar fields of study;
- Specialized certificates or courses on human resource development, specifically in the context of the public sector

### ***General professional experience***

- A minimum of 10 years of relevant professional experience, in the field of public administration, organizational development, 5 of which must be in developing countries;
- Proven experience in the creation of standards, practices and processes for the management of human resources in the public sector

### ***Specific professional experience***

- A minimum of five (5) years of experience of practical involvement in the implementation of programmes on competency based human resource systems and frameworks, specifically involving the civil service laws of the Philippine government
- Specific knowledge on the functions, duties, and outputs of the NPS and how their human resource framework can assist in the delivery of their objectives is preferable;
- Providing advice to national government agencies on their HR policies, and the development of guidance manuals is preferable.

## **3 LOCATION AND DURATION**

### **3.1 Starting period**

The estimated start date for this assignment is March 9, 2020

### **3.2 Foreseen finishing period or duration**

The main mission period is 25 days. The final Mission Report is to be completed not later than May 15, 2020.

### **3.3 Location(s) of assignment**

The mission will be based in the Manila office of the GOJUST programme and may require travel for the conduct of the interviews to nearby prosecution field offices. In the event that such travel would require an overnight stay, the travel expenses shall be shouldered by GOJUST under the standard policies on travel and per diems.

## **4 REPORTING**

### **4.1 Content**

The content of the reports required for this assignment are described in section 2.4 above.

### **4.2 Language**

All reports and correspondence must be in English.

### **4.3 Submission/comments timing**

All reports must be submitted by the consultant electronically in the format provided at the start of the mission.

## **ADMINISTRATIVE INFORMATION**

The consultant shall be based in the GOJUST office, Ground Floor, Old Main Building, Supreme Court of the Philippines, Padre Faura, Manila.

The main contact person for this mission shall be the following: Key Expert for Court Administration and Financial Management Hector D. Soliman. Administrative support shall be provided by our Finance and Operations Officer, Ms. Katrina Abella.