

## TERMS OF REFERENCE

<b>Position:</b>	<b>International Sub Team Leader for Financing and Fiscal Impact Assessment Issues</b>
<b>Project name:</b>	Training and Infrastructure Needs Assessment: Academy of Justice
<b>Type of Contract:</b>	Individual contract
<b>Duty Station:</b>	Home-based with up to three trips to Astana, Kazakhstan
<b>Duration:</b>	August - December 2017 (approx. 50 working days)

### **Project description:**

The project will be implemented within the Justice Sector Institutional Strengthening Project (JSISP) of the World Bank. With this project UNDP aims to support the development of justice sector of Kazakhstan through assessing the training needs and physical infrastructure capabilities of the newly established Academy of Justice which is a key institution responsible for professional training of Kazakhstan's judges and judicial staff. The outcome of the project is a detailed assessment report on the Academy's existing training needs, physical facilities including infrastructure and ICT, and recommendations towards financial sources and mechanisms to upgrade existing infrastructure to international level standards. Overall it will allow for sustainable work of the Academy, professional education of judges and court staff and increased access to justice for all including vulnerable groups.

### **Scope of work:**

The International Sub Team Leader for Financing and Fiscal Impact Assessment Issues will ensure sound management of the Financing and Fiscal Assessment Component and provision of technical expertise in developing financing models and identifying potential financing sources. She/he will be in charge of the Financing Strategy and Action Plan for training and infrastructure development.

The International Sub Team Leader for Financing and Fiscal Impact Assessment Issues shall prepare reports on financing and fiscal impact assessment issues as well as perform the functions not limited as follows:

- determine most economical and functional approach to the Academy's modernisation, including the possibility of amending the Academy's legal framework, Charter and internal regulation;
- revise the status of the proposed property from the economic/financial perspectives;
- assess the variety of appropriate financing sources including but not limited to the Republican budget resources, public-private partnerships (PPP); loans and concessions, financing from the World Bank, other borrowing (local and international); use of existing property as assets; and/or combination of the above;
- analyse the existing legal framework applicable to the suggested options for financing the Academy's modernisation, including the roles and authorities of various institutions and agencies at both republican and local levels, as well as the interaction between public and private entities (in options where such exists);
- determine potential financial/time implications of each financing source examined;
- undertake a financial impact assessment (going beyond only financial flows) for each option, emphasizing one or two recommended options;
- develop detailed recommendations for financing 2-3 of the initial scenarios for consideration by Kazakhstan's authorities and provide the most applicable recommendation based on a step-by-step plan of actions on the achievement of results needed;
- outline the legal relationships between the Academy and other entities involved in each of the proposed financing options/models;
- provide a detailed financial calculation and necessary flow of funds (from various sources, if envisaged by the relevant option);
- develop a draft Strategy of the Academy Development;

- develop an Action Plan on Academy's Development Strategy implementation (with financing options to decrease costs with simultaneous increase of the number of economically efficient financing sources and maintenance/operation of modern Academy).
- provide an estimated cost of training and capacity needs (in cooperation with the Training Sub-Team) in accordance with international best practices.
- provide an estimated cost of infrastructure (in cooperation with the Infrastructure Sub-Team) and cost of the ICT needs (in cooperation with the ICT Sub-Team) in accordance with international best practices;
- develop presentations and reports related to financing and fiscal impact assessment of the Academy;
- perform any other duties, relevant to the project as required.

#### **Expected outputs and deliverables:**

The International Sub Team Leader for Financing and Fiscal Impact Assessment Issues is responsible for coordinating achievement and submission of the following below tasks:

No.	Expected deliverables	Estimated duration to complete	Target Due Dates	Review and approvals required
1	An Interim Report #1 in accordance with the scope of work, including provision of the estimated cost of training, infrastructure and ICT development needs in accordance with international best practices	15 working days	22 September, 2017	Project Team Leader, Programme Analyst of Governance Unit, UNDP
2	An Interim Report #2 including Fiscal Assessment Report, draft Academy Development Strategy, recommendations implementation mechanism, and Action Plan on Financing training and infrastructure development	20 working days	16 November, 2017	
3	A Final Report, containing information on the results of fiscal assessment, all final versions of main deliverables	15 working days	15 December, 2017	

#### **Institutional Arrangements**

- Provide his/her services under the supervision of the Project Team Leader;
- Report to the Project Team Leader;
- Ensure unconditional fulfilment of the requirements of the contract;
- Ensure timely and quality execution of the Terms of Reference;
- Ensure unconditional carrying out of requirements of the Contract.

#### **Duration of work**

50 working days during the period from August to December 2017, including up to 10 home based working days.

#### **Duty Station**

Home-based with up to three trips to Astana.

#### **Trips**

Up to three trips to Astana are envisaged (totally 40 days).

## Requirements for Experience and Qualifications:

- At least Master degree preferably in finance, economics, business/financial management, or relevant discipline;
- At least 10 years of demonstrable prior experience with financing models and sources of financing for public sector projects including but not limited to public-private partnerships and concessions, preferably in the public sector preferably in one of the OECD member-states;
- Experience in facilitating stakeholder's consultations and meetings;
- Prior involvement in similar assessment initiatives related to educational and/or governmental institutions would be an asset;
- Excellent analytical and IT skills;
- Fluency in written and oral English, knowledge of Russian would be an asset.

## Recommended Presentation of Offer

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least two (2) professional references; P11 form attached;
2. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP; template attached;
3. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP;
4. Any other referred information would be accepted.

## Scope of price proposal

The financial proposal in USD shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. To assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

## Evaluation

The consultants' proposals will be evaluated based on the cumulative analysis methodology, where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%.

**This TOR is approved by:**

Signature

Name and Designation Konstantin Sokulskiy, Programme Analyst of Governance Unit

Date of Signing \_\_\_\_\_