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| **I. Position Information** |
| **Position: Consultancy - Project Team Leader**  **Project: Modernization of the Judicial System and access to Justice in Kazakhstan**  **Contract: Individual Contract**  **Duty Station: Astana, Kazakhstan**  **Duration of the**  **contract: 14 months (up to 304 working days)**  **Work type: Full time** |

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| II. Project Description |
| The development strategy – “Kazakhstan’s Way to 2050: Common Goals, Common Interests, Common Future” – lays out the strategy of the country becoming one of the 30 most developed countries in the world by 2050. This strategy is focused on economic diversification, innovation, investment in human capital and international trade integration. It also seeks to strengthen governance, enhance the quality of public services and improve the business climate in the country.  Notwithstanding the progress made to date in many fronts, significant institutional and governance challenges remain, constraining the state’s ability to effectively formulate and implement its development policies. A key challenge, relevant to this project, is to further develop the judicial sector in the country. This requires the strengthening of the institutional capacity of selected state agencies and organisations for the effective implementation of the judicial function and the improvement in the efficiency and transparency of their processes, procedures and interactions with other state agencies and organisations. It also entails the modernisation of those entities and structures that are related to the judicial functions, aiming to bringing them up to the standards of the OECD member states.  Independent, effectively functioning judiciary free of corruption is key to realising Kazakhstan’s aspiration to enter the ranks of the 30 most competitive economies in the world. In connection to this, the overall objective of the Project is to increase the capacity of the Supreme Court (SC) to manage and support the judicial system in its efforts to increase public trust in courts, by: (i) developing a strategy and an action plan for a 3-year period to improve the judicial system of Kazakhstan; (ii) developing and implementing a framework for the continuous improvement of the quality of administration of justice and courts’ management; (iii) improving the training, assessment and promotion of judges and court personnel management systems; (iv) developing the judiciary’s resource infrastructure and introducing innovations to improve access to justice; and (v) developing amendments and additions to current legislation based on the outcomes of the four preceding activities.  In doing this, the project will (i) conduct institutional assessments, analyses and reviews of the judicial system; (ii) prepare strategies and other concept notes and papers, as well as detailed action plans, including the cost for their implementation; (iii) simplify and optimise judicial procedures; and (iv) strengthen the institutional capacity of the SC to perform administrative and management functions with regard to local courts.  This large scaleproject is expected to be delivered within 14 months in close cooperation with the Supreme Court of the Republic of Kazakhstan, and in consultation with other relevant stakeholders. |

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| III. Scope of Work |
| *A Team Leader is needed to orchestrate performance of a sizable team of experts and consultancy services providers and ensure overall project management for the implementation of project goals and objectives, effective communication with national and international stakeholders and timely resolution of issues that may hinder the successful implementation of the project.*  The Team Leader must ensure full implementation of the following deliverables within the prescribed duration of this project (14 months), by successfully coordinating, deploying and utilising the resources of the project:  **1. Development of a draft Strategy of the development of the judicial system of Kazakhstan and a draft Plan for its implementation**  It involves: (i) qualitative and quantitative analysis of the key aspects of administration of justice and court administration; (ii) a SWOT-analysis of the quality of administration of justice and court administration; (iii) review of good practices of countries with advanced level of development of the judicial system in modernization of the judicial system, improvement of the quality of justice and efficiency of court administration; (iv) preparation and support of technical visits; (v) development of a draft Strategy of the development of the judicial system of Kazakhstan; (vi) development of a draft Plan for implementation of the Strategy of the development of the judicial system of Kazakhstan; (vii) organization of events aimed at discussion of the draft Strategy of the development of the judicial system of Kazakhstan and the draft Plan for its implementation; and (viii) conducting an independent international legal assessment of the draft Strategy of the development of the judicial system of Kazakhstan and the draft Plan for its implementation for compliance with international standards and good practices in judicial sphere.  **2. Development and implementation of the framework for continuous improvement of the quality of administration of justice and court administration**  It involves: (i) analysis of international and national practices and development of recommendations for development of a quality management system of administration of justice; (ii) conduct of surveys, their analysis and development of recommendations; (iii) analysis and development of recommendations for simplification and optimization of judicial procedures; (iv) analysis of normative acts of the SC in terms of compliance with the current national legislation, international commitments and good practices; (v) analysis and development of recommendations for introduction of modern management technologies, including project management and change management, as well as on efficient organizational structure; (vi) development of the draft Programs for implementation of the system of continuous improvement of the quality of administration of justice and optimization of court administration; and (vii) discussions and consultations with all stakeholders on measures to improve quality of administration of justice and court administration.  **3. Improvement of the system of training, assessment and promotion of judges and court staff, as well as enhancing the organizational culture of the judicial system**  It involves: (i) improvement of evaluation of the judges’ professional activity, disciplinary practice, and compliance with the Code of Judicial Ethics, to enhance the image and accountability of judges; (ii) analysis of the organizational culture of the judicial system and development of recommendations for its development; (iii) implementation of international recommendations for the Development Strategy of the Academy of Justice to introduce the OECD standards in the staff training system; (iv) development of draft programs and draft plans; and (v) discussions with all stakeholders.  **4. Developing a resource base and innovations in the judicial system to improve access to justice**  It involves: (i) qualitative and quantitative analysis of the existing distribution of courts and their caseload for optimizing the country’s court map; (ii) analysis and development of recommendations on feasibility of introducing mobile court units; (iii) analysis and development of recommendations for improvement of the financing mechanism of the judicial system; (iv) assessment of needs in development of the judicial system’s infrastructure; (v) analysis and development of recommendations for improvement of energy efficiency; (vi) analysis and development of recommendations for improvement of court buildings’ accessibility for people with disabilities; (vii) further development of digitization of the judicial system to increase internal and external users’ satisfaction in accordance with the approved IT Strategy for the judicial system and terms of reference; (viii) development of a draft Comprehensive Program of support of the judicial system of Kazakhstan and draft Plan for its implementation; and (ix) discussions with all stakeholders.  **5. Development of recommendations on making amendments and additions to the current legislation based on the outcomes of the four preceding ones.** |

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| IV. Specific Tasks |
| Under the supervision of the Governance Unit Head, the Project Team Leader will be responsible for:   1. Ensuring the overall coordination, planning, implementation and monitoring of the activities of the project in delivering high quality outputs in a timely and efficient manner; 2. Coordinating the preparation of work plans, progress reports and budget revisions in a timely manner; 3. Supervising the work of the Project staff, experts and other consultants, and companies/organizations that will be potentially involved in delivering the project outputs on a day-to-day basis; 4. Preparing the terms of reference for experts and companies/organizations as required to deliver project outputs, assisting in their recruitment and monitoring and reviewing their assignments’ outputs; 5. Interacting with the beneficiary and other state organisations involved in the implementation of the project on a day-to-day basis.   The Team Leader is to provide bimonthly progress reports on accomplishing its tasks according to the schedule below:   |  |  |  | | --- | --- | --- | | **Progress Report I**  **Months 1-2** | **Modul** | **Progress on concrete activities** | |  | Modul 1 | * Qualitative and quantitative analysis of dispensation of justice; * SWOT analysis of the quality of administration of justice and court management and administration; * Review of good practices of countries with advanced judicial systems. | |  | Modul 2 | * Analysis of international and national practices, provision of recommendations for the development of a QMS; * Development of a Social Survey methodology; * Analysis and provision of recommendations for optimization of judicial procedures; * Analysis of SC legal framework to assess compliance with national legislation, international commitments and good practices; * Analysis of current management practices and provision of recommendations for introducing modern management methods; * BPR results and provision of recommendations. | |  | Modul 3 | * Analysis of current performance evaluation system, disciplinary proceedings and degree of compliance with Ethics Code and provision of recommendations * Critical analysis of organizational culture, provision of recommendations and draft roadmap / implementation plan for improving organizational culture of the judiciary; * Analysis of training needs of judges and court staff; * Analysis of the effectiveness of the advanced training system; * Development of model courses for the Academy of Justice. | |  | Modul 4 | * Quantitative and qualitative analysis of existing distribution of courts and their caseload in order to optimize the courts’ map; report on how to optimize distribution of courts and caseloads; * Analysis of existing financing system and development of recommendations for the improvement of the financing system; * Infrastructure needs assessment and provision of recommendations for improving infrastructure; * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * Modernization of the Call centres’ business process. | |  | Modul 5 | --- | | **Progress Report II**  **Months 3-4** |  |  | |  | Modul 1 | * Qualitative and quantitative analysis of dispensation of justice; * 3 regional roundtables; * 2 research / practical conferences. | |  | Modul 2 | * Analysis of international and national practices, provision of recommendations for the development of a QMS; * Conduction of Social Surveys; * Analysis and provision of recommendations for optimization of judicial procedures; * Analysis of SC legal framework to assess compliance with national legislation, international commitments and good practices; * Analysis of current management practices and provision of recommendations for introducing modern management methods; * BPR results and provision of recommendations; * Framework and detailed description of the proposed QMS; * 5 roundtables; * Reports on events’ results. | |  | Modul 3 | * Analysis of current performance evaluation system, disciplinary proceedings and degree of compliance with Ethics Code and provision of recommendations; * Critical analysis of organizational culture, provision of recommendations and draft roadmap / implementation plan for improving organizational culture of the judiciary * Analysis of training needs of judges and court staff; * Analysis of the effectiveness of the advanced training system; * Development of training programs for judges; * Development of training programs for court staff; * Development of model courses for the Academy of Justice; * Assessments and recommendations on the organizational structure of the Academy; * Draft programme for improvement of training system, promotion of judges and court staff; * Draft action plan for implementation of proposed changes in training system, promotion of judges and court staff; * Draft system for evaluation of judges and court staff professional activities and personal qualities; * 3 ToT trainings on model courses. | |  | Modul 4 | * Quantitative and qualitative analysis of existing distribution of courts and their caseload in order to optimize the courts’ map; report on how to optimize distribution of courts and caseloads; * Development of caseload management methodology for judges and courts; * Feasibility study for the potential introduction of mobile court units; presentation of international practices in this area; * Analysis of existing financing system and development of recommendations for the improvement of the financing system; * Infrastructure needs assessment and provision of recommendations for improving infrastructure; * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * Modernization of the Call centres’ business process; * 2 roundtables to discuss results and recommendations of activities under output 4. | |  | Modul 5 | --- | | **Progress Report III**  **Months 5-6** |  |  | |  | Modul 1 | * Draft strategy for the development of the judicial system in Kazakhstan; * Draft action plan for the implementation of the strategy over a 3-year period; * Technical visit 1 and 2 reports. | |  | Modul 2 | * Analysis of results of the Social Surveys and presentation of findings; * Analysis and provision of recommendations for optimization of judicial procedures; * 3 trainings on QMS for courts’ staff; * 5 roundtables; * 16 trips to the regions to disseminate and promote proposed changes; * Reports on events’ results. | |  | Modul 3 | * Development of training programs for judges; * Development of training programs for court staff; * 2 roundtables; * 20 seminars on model courses programme. | |  | Modul 4 | * Feasibility study for the potential introduction of mobile court units; presentation of international practices in this area; * Analysis of the energy efficiency of court buildings; * Assessment of accessibility of people with disabilities to court buildings; * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * 3 workshops on feasibility study; * Comprehensive programme of support; * Reports on events’ results. | |  | Modul 5 | ---- | | **Progress Report IV**  **Months 7-8** |  |  | |  | Modul 1 | * Technical visit 1 and 2 reports; * 2 research / practical conferences; * Independent assessment of draft strategy; * Final strategy and draft action plan for the development of the judicial system in Kazakhstan. | |  | Modul 2 | * 2 national conferences; * 5 roundtables; * 16 trips to the regions to disseminate and promote proposed changes; * Reports on events’ results. | |  | Modul 3 | * 20 seminars on model courses programme; * 3 ToT trainings on modern teaching methods and techniques. | |  | Modul 4 | * Analysis of the energy efficiency of court buildings; * Assessment of accessibility of people with disabilities to court buildings; * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * Audio-visual and printed communication material. | |  | Modul 5 | * Preparation of draft amendments and additions to legislation | | **Progress Report V**  **Months 9-10** |  |  | |  | Modul 1 | * Technical visit 1 and 2 reports; * 1 international forum. | |  | Modul 2 | * 5 roundtables | |  | Modul 3 | * Reports on events’ results; * 20 seminars on model courses programme. | |  | Modul 4 | * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * Terms of reference for eventual implementation of proposed actions and activities; technical documentation preparation; * Audio-visual and printed communication material; * 3 workshops on feasibility study; * 2 roundtables to discuss results and recommendations of activities under output 4. | |  | Modul 5 | * Preparation of draft amendments and additions to legislation | | **Progress Report VI**  **Months 11-12** |  |  | |  | Modul 1 | * Technical visit 1 and 2 reports | |  | Modul 2 | * Reports on events’ results | |  | Modul 3 | * 2 roundtables; * Reports on events’ results; * 20 seminars on model courses programme. | |  | Modul 4 | * Feasibility study for further digitalization of the judicial system; utilization of AI in judicial operations; * Terms of reference for eventual implementation of proposed actions and activities; technical documentation preparation; * 3 workshops on feasibility study; * Reports on events’ results. | |  | Modul 5 | * Preparation of draft amendments and additions to legislation | | **Progress Report VII**  **Months 13-14** |  |  | |  | Modul 1 | --- | |  | Modul 2 | * 2 national conferences | |  | Modul 3 | --- | |  | Modul 4 | * Reports on events’ results | |  | Modul 5 | * Preparation of draft amendments and additions to legislation |   The progress reports will be reviewed and eventually accepted by the UNDP Governance Programme Analyst in consultation with the Supreme Court in accordance with terms contained in the Annex of the Agreement signed between UNDP and MoJ. |

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| V. Competencies |
| * Excellent analytical and writing skills; * Excellent people management skills; * Excellent budget management skills; * Ability to work under pressure meeting tight deadlines, and prepare accurate and clear reports at short notice for policy makers; * Ability to orchestrate performance of multiple experts and companies/organizations in parallel; * Ability to interact with high government officials and to work closely with technical experts on a day-to-day basis, as well as to provide hands-on technical assistance and transfer knowledge; * Capability of listening to the Beneficiary, and ability to convert the Beneficiary’s vision into concrete tasks and ensure quality execution. |

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| VI. Required skills and experience |
| * Master’s degree in law, management, public administration or any other relevant area of expertise; * At least 15 years of professional work experience in senior positions in justice reform, rule of law, public administration reform or experience in management of large-scale transformation processes in public, quasi-state or private sector organisations; * At least 5 years of experience in leading and implementing projects of similar complexity, scope, intensity and budget; * Proven experience in the management of large-scale projects in the quasi-government sector or with international organizations; * Good working knowledge of English; knowledge of Russian is considered an advantage. |

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| **VII. Recommended Presentation of application** |
| Interested individual consultants must submit the following documents/information to demonstrate their qualifications:  1. Personal CV indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;  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;  4. Any other referred information would be accepted. |
| **VIII. Scope of price proposal and Schedule of Payments** |
| 1. The financial proposal should specify an all-inclusive daily fee (based on a 7-hour working day - lunch time is not included - and estimated 21.75 days per month). 2. The financial proposal must be all-inclusive and take into account various expenses that will be incurred during the contract, including: the daily professional fee; (excluding mission travel); living allowances at the duty station; communications, utilities and consumables; life, health and any other insurance; risks and inconveniences related to work under hardship and hazardous conditions (e.g., personal security needs, etc.), when applicable; and any other relevant expenses related to the performance of services under the contract. 3. In the case of unforeseeable travel requested by UNDP, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UNDP and Individual Consultant, prior to travel and will be reimbursed. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. 4. If the 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 a 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. 5. Payments for professional services are done bimonthly based on the all-inclusive daily rate and the number of days worked during the calendar month, upon certification of satisfactory performance by the UNDP Governance Programme Analyst. |

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| **IX. Evaluation** |
| Initially, the candidates’ applications will be shortlisted based on the following qualification criteria of the applicant:  - Master’s degree in law, management, public administration or any other relevant area of expertise (5 points);  - At least 15 years of professional work experience in senior positions in justice reform, rule of law, public administration reform or experience in management of large-scale transformation processes in public, quasi-state or private sector organisations (5 points).  Top 5 shortlisted applicants will be evaluated based on a Combined Scoring Method taking into consideration the combination of the applicants’ qualifications and financial proposal.  The award of the contract should be made to the individual contractor whose offer has been evaluated and determined as:  - Responsive/compliant/acceptable; and  - Having received the highest score out of a pre-determined set of weighted technical and financial criteria  specific to the solicitation.  - \* Technical Criteria weight [70%];  - \* Financial Criteria weight [30%];  Technical evaluation – total 70% (500 points)   |  |  |  | | --- | --- | --- | | **Criteria A (max 350 points)** | | Max. points | | A. | Master’s degree in law, management, public administration or any other relevant area of expertise | 35.0 | | B. | At least 15 years of professional work experience in senior positions in justice reform, rule of law, public administration reform or experience in management of large-scale transformation processes in public, quasi-state or private sector organisations | 140.0 | | C. | At least 5 years of experience in leading and implementing projects of similar complexity, scope, intensity and budget | 140.0 | | D. | Good working knowledge of English; knowledge of Russian is considered an advantage. | 35.0 | |  | **TOTAL** | 350.0 |   **Criteria B (max 150 points)**  Interview |