

## TERMS OF REFERENCE UNSDCF Kazakhstan 2021-2025

**Title:** International Consultancy – Formulation of 2021-2025 UN Sustainable Development Cooperation Framework (UNSDCF) for Kazakhstan  
**Office:** Office of the UN Resident Coordinator  
**Post Reference:** TBD  
**Duty Station:** **home-based with one trip** to Kazakhstan (Nur-Sultan)  
**Contract Type:** Individual Contract  
**Duration:** **60 working days** (in the period of 16 September 2019 – 17 February 2020)

### 1. COUNTRY BACKGROUND

The Republic of Kazakhstan is a fast-changing country in Central Asia with one of the largest post-Soviet economies. In its national development strategies, Kazakhstan embraces the ambitious objective of becoming one of the 30 most developed countries in the world.

Economic growth and stability remain the Government's predominant priorities for development. Today, Kazakhstan is an upper-middle-income country, having reached GDP per capita USD 26,500 in 2017.

Kazakhstan's vast hydrocarbon and mineral reserves form the backbone of its economy. It possesses substantial fossil fuel reserves and other minerals and metals, such as uranium, copper, and zinc. It also has a large agricultural sector featuring livestock and grain. The government realizes that its economy suffers from an overreliance on oil and extractive industries and has made initial attempts to diversify its economy by targeting sectors like transport, pharmaceuticals, telecommunications, petrochemicals and food processing for greater development and investment.

In the longer run, Kazakhstan's development objective of joining the rank of the top 30 most developed countries by 2050, by also achieving the OECD standards, will depend on its ability to sustain balanced and inclusive growth. Enhancing medium- to long-term development prospects depends on Kazakhstan's success in diversifying its endowments, namely, creating highly skilled human capital, improving the quality of physical capital, and more importantly, strengthening institutional capital.

The dynamic development context of Kazakhstan presents new challenges, which require adequate social policy responses especially in reforming of social services provision system. Inequalities between urban and rural areas, as well as among various social groups are widening: over 40% of village residents are at risk of social exclusion, compared to 25% in towns.<sup>1</sup> Inequalities in accessing quality services, especially in education and healthcare, persist, especially for vulnerable women, men, and children living in poverty in rural areas. Many of the marginalized persons have not participated in economic and civic activities in meaningful ways, leaving the society unable to achieve its full potential for development.

Despite some positive institutional and legislative changes in the last several years, investors remain concerned about corruption, bureaucracy, and inconsistent law enforcement, especially at the regional and municipal levels. An additional concern is the condition of the country's banking sector, which suffers from poor asset quality and a lack of transparency.

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<sup>1</sup> UNDP RHDR, 2011 <http://hdr.undp.org/en/content/beyond-transition>

## **2. THE UN SYSTEM IN KAZAKHSTAN**

The United Nations system began its country-based operations in Kazakhstan in early 1993. Working within the United Nations System every agency has its own area of expertise, focus and mission. The heads of these agencies form the UN Country Team (UNCT) led by the UN Resident Coordinator (RC). The United Nations Country Team (UNCT) works with the people and Government of Kazakhstan, along with other development partners, to ensure more prosperous and more secure lives for every woman and man, girl and boy, particularly the most vulnerable.

Today, the work of UNCT is guided by Kazakhstan's needs to fully achieve the Sustainable Development Goals (SDGs), other country-specific development priorities, and normative international standards to which Kazakhstan has committed itself. As such, the UNCT works on a broad range of issues, including economic and social development and health, environmental protection and disaster relief, the promotion of good governance and human rights, gender equality and the advancement of women.

The United Nations Country Team in Kazakhstan, today, is comprised of 19 resident organizations -FAO, ILO, IOM, UNAIDS, OHCHR, UNICEF, UNDGC, UNDSS, UNDP, UNESCAP, UNESCO, UN Women, UN Environment, UNHCR, UNODC, UNFPA, UNRCCA, UNV, and WHO. UNCTAD, UNECE, UNIDO, UNDRR and UNOPS are part of the Post-2015 programming framework.

UNCT puts a lot of attention to the implementation of the SDGs agenda. One of the available instruments for UNCT to join efforts is a national SDG Platform, a venue for partners to provide a joint support to the Government of Kazakhstan. As part of the SDG nationalization support to the Government of Kazakhstan, the UN is supporting a national SDG Architecture, providing expert support to the Ministry of National Economy and the Economic Research Institute. A separate stream of work is devoted to provision of a comprehensive development finance overview. As such, the development finance assessments at central and sub-regional levels can help the government and development partners to identify, quantify, and forecast the magnitudes of different development finance flows (private/public, international/domestic, FDI/remittances, etc.), as well as to improve the impact of these flows, inter alia by blending them and promoting their transparent management.

This recommendation goes in line with the Addis Ababa Action Agenda (AAAA) and the 2019 report of the Inter-Agency Task Force on Financing for Development that call for the establishment of 'Integrated National Financing Frameworks (INFFs)'. In view of the above, the development partners (in particular the ADB and UNDP) are planning to conduct an assessment of development financing as in integral part of the 'means of implementation of SDGs'. This exercise will provide recommendation towards developing an Integrated National Financing Framework. The assessment aims to facilitate a deeper understanding of the development cooperation landscape and emerging opportunities for domestic revenue generation.

## **3. PURPOSE OF WORK**

Currently, UN system's programme work in Kazakhstan is united by the UN Development Assistance Framework (UNDAF), locally known as the Partnership Framework for Development (PFD) for 2016-2020. In view of its expected completion in December 2020 the UNCT has started planning for the next, post 2020 five-year programming cycle.

The United Nations Sustainable Development Cooperation Framework ("Cooperation Framework" or UNSDCF) is a new name to former United Nations Development Assistance

Framework (UNDAF), which was given to more accurately reflect the contemporary relationship between Governments and the UN development system in collaborating to achieve the SDGs.

The Cooperation Framework is the single most important common instrument for the UN system in the country, which represents the UN development system's collective offer to support the country in addressing key Sustainable Development Goal (SDG) priorities and gaps. The Cooperation Framework envisages that the UN's offers are founded on the national development landscape and SDG priorities, including through the lens of the imperative to leave no one behind. This involves regular and inclusive analysis of the country's development environment.

The Cooperation Framework serves as a core accountability tool between the UN Country Team (UNCT) and the host Government, as well as between and among UN system agencies for collectively-owned development results. The Country Programmes of individual UN agencies and entities should be determined based on the Cooperation Framework, and not the other way round. As such, the Cooperation Framework should encompass every aspects of UN agencies' work in the country to the extent they contribute towards Kazakhstan's achievement of SDGs.

The Cooperation Framework must be supported by a monitoring system that is coherent with national SDGs monitoring framework including the nationally adapted SDG targets and indicators. It will also be supported by independent, high-quality evaluation and mandatory management responses.

The Cooperation Framework will be developed through an inclusive and participatory process jointly with the Government and other stakeholders.

In this context, the UNCT seeks services of an international consultant to help develop the 2021-2025 UNSDCF with an integrated programming approach, addressing core programming principles in a holistic manner. The key principals are:

- i. Leaving No One Behind
- ii. Human Rights Based Approach
- iii. Gender Equality and Women's Empowerment
- iv. Resilience
- v. Sustainability
- vi. Accountability

With 2030 in sight, the UN development system aims to design the Cooperation Framework that will truly make a difference in less than three cycles. Therefore, the vision of its contribution and the design of medium-term support must be grounded in a clearly articulated, evidence-based, robust theory of change that describes the interdependent changes necessary for the country to achieve the 2030 Agenda. The theory of change is a comprehensive articulation of different pathways and choices that illustrate how and why the desired change is expected to happen, and the risks and bottlenecks to be addressed.

It is important to ensure that the process of formulating the Cooperation Framework is inclusive to the extent feasible, involving adequately the partners and beneficiaries of the Cooperation Framework such as the youth, children, women, persons with disability, civil society, private sector and beyond. The Cooperation Framework should also clarify, based on available analyses, how the UN could play some catalytic roles to increase the flow of much broader public and private sector funding towards supporting Sustainable Development (SDG Financing), while also determining how the work of Cooperation Framework itself could be funded and supported.

The work will build on the Final Evaluation of the current PFD and the UN's Common Country Assessment, as well as other relevant UN publications and online consultations with UN agencies as deemed needed prior to visit to Kazakhstan; participation and support with facilitation of the multi-stakeholder Strategic Planning Retreat in Nur-Sultan in the beginning of October 2019; development of the draft and final UNSDCF document, including the Results and M&E tables in consultation with the UNCT, NRAs, the Government, development partners, civil society, private sector and other stakeholders.

#### 4. SCOPE OF WORK

Accountable through the UN RC Office to the UNCT, the consultant will facilitate the drafting of the UNSDCF (2021-2025). S/he will:

- Attend and provide assistance with facilitation of the UNSDCF Strategic Planning Retreat (SPR) tentatively scheduled for early October 2019;
- During October-November 2019 lead the formulation of the UNSDCF Results Matrix and the Monitoring & Evaluation Framework, with support from the PFD Results Groups (RGs) and work online with RGs providing active technical assistance;
- Facilitate and support the process of the UNSDCF ensuring that the design and focus of the UNSDCF meet the following criteria:
  - ✓ UNSDCF is results-oriented, coherent and based on the UN comparative advantages; the expected results and UNSDCF outcomes are feasible and realistic, and in addition that technical expertise, human and financial resources are available;
  - ✓ UNSDCF responds to the issues of national capacity development and promotes ownership of programmes by the national partners;
  - ✓ UNSDCF incorporates the core programming principles;
  - ✓ UNSDCF integrates the concepts of gender equity and equality, and other cross-cutting issues are reflected in the common programming;
  - ✓ UNSDCF acts as a partnership and coordination framework;
  - ✓ UNSDCF acts as a mechanism to minimize transaction costs of UN support for the government and UN agencies;
  - ✓ UNSDCF acts as a framework for the development and implementation of common services, linking financial and operational aspects, and joint communication; and
  - ✓ UNSDCF M&E Framework is developed and elaborated, deriving from UNSDCF results matrix (indicators, baselines, targets, means of verification, risks and assumptions).

The UNSDCF formulation should align to the following principles:

- The Cooperation Framework must be developed in line with the corporate guidance note developed and provided by the UN Headquarters.
- The Cooperation Framework is nationally owned, and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter.
- The Cooperation Framework is informed by and coherent with the Government prioritization, planning, implementation and reporting vis-à-vis the 2030 Agenda, including the Voluntary National Reviews and nationalized SDGs monitoring framework.
- It is anchored on a Vision 2030 and a coherent theory of change, and accordingly outlines the UN development system's priority contributions to reach the SDGs in an integrated and

holistic manner, contributes to the acceleration of SDGs in the country, with a commitment to leave no one behind, human rights and other international standards and obligations.

- Through the Cooperation Framework, the UN development system articulates the highest priority and most sustainable development choices for a country, being especially mindful of the capacity development needs of both duty bearers and rights holders.
- It advises on pathways to maximize synergies across the goals and minimize the opportunity costs of leaving people behind.
- It shifts from traditionally more siloed approach to a more integrated, system-oriented approach that concretely reflects the integration of social, economic, and environmental dimensions under the 2030 Agenda and the SDGs.
- the Cooperation Framework significantly broadens the concept of partnerships and will seek opportunities to engage with non-traditional partners and engage in innovative partnership opportunities to contribute to SDG acceleration.
- Based on the UN development system's policy expertise and its comparative advantages, its normative agenda, and its ability to leverage, influence and unlock a broad range of resources for development, the Cooperation Framework reflects:
  - (a) the expectations national stakeholders have of the UN development system's contribution to national development;
  - (b) a shared vision and strategic priorities of the United Nations, framed within the broader landscape of partners;
  - (c) the strategic partners with whom the UN system will work in pursuit of development solutions;
  - (d) how the UN system and its partners will contribute to accelerating progress towards the 2030 Agenda; and
  - (e) the financial and non-financial commitments of the UN system and partners in the wider context of the financing required to reach the SDGs in the country.
- Draft and finalize the UNSDCF, in consultation with the UN agencies, the Government, partners and other stakeholders, under the guidance of the RC/UNCT.
- The consultant will be guided and supported in this work by the RC Office and PFD Results Groups' Chairs.

## **5. STRUCTURE AND CONTENT**

The text of the final UNSDCF document should not exceed 15 pages (Times New Roman 12, single space), excluding annexes and the cover page. Please see the Cooperation Framework Outline (attached to this TOR) for required sections of the UNSDCF, in particular the mandatory legal annex/provisions to the UNSDCF.

## **6. DUTIES AND RESPONSIBILITIES**

The consultant will be involved in the following stages:

- Review the Common Country Assessment and consult with UNCT early on to eventually include additional material for preparation of the multi-stakeholder Strategic Planning Retreat (SPR);

- Country visit (early October 2019): the consultant will visit Nur-Sultan for 5 days to participate and help with facilitation of the SPR;
- Drafting the UNSDCF and the Legal Annex: the consultant will produce the draft UNSDCF document for the UNCT's feedback, including the Results and M&E tables, in consultation with the UNCT, NRAs, the Government, development partners, civil society, private sector and other stakeholders. The revised document will be shared with the regional PSG and the Government for inputs;
- Final UNSDCF: After reviewing the feedback received from the PSG and the Government, the consultant will finalize the UNSDCF together with a Legal Annex to the Cooperation Framework to be ready for signing with the Government.

## 7. MAIN DELIVERABLES AND TIMEFRAME

The Consultant will deliver to UNCT in Kazakhstan the following:

<b>Deliverables:</b>	<b>Timeframe:</b>
1) Have initial online consultations with the UN agencies following familiarization with the Common Country Assessment and other relevant publications.	Second half of September 2019
2) Making arrangements for the country visit: the consultant will visit Nur-Sultan to participate and help with facilitation of the Strategic Planning Retreat (SPR).	Early October 2019
3) Drafting the UNSDCF Results Matrix based on the inputs received from the PFD Results Groups and the SPR outcomes.	October 2019
4) Drafting the UNSDCF document: <ul style="list-style-type: none"> <li>✓ The consultant will produce the draft UNSDCF, based on the Common Country Assessment, pre SPR consultations with agencies and outcomes of the SPR;</li> <li>✓ The Consultant will draft the legal annex document;</li> <li>✓ Draft will be commented by the UNCT;</li> <li>✓ The consultant will reflect the UNCT comments;</li> <li>✓ The revised document will be shared with the regional PSG;</li> <li>✓ Comments from PSG reflected and the revised report shared with the UNCT</li> </ul>	November-December 2019
5) Development of final UNSDCF and the Legal Annex document: The consultant will finalize the UNSDCF.	17 February 2020

Monitoring and progress controls: The Consultant will be accountable to the UNCT through the UN Resident Coordinator's Office. The RC's Office and PFD Results Groups will provide support to ensure progress of the services expected.

## 8. DURATION AND COST OF THE CONTRACT

Duration of the contract: 16 September 2019 – 17 February 2020

The consultant should indicate the lump sum and breakdown in the financial proposal following the template attached.

The Consultant's payment shall be made in two instalments:

- 30% upon submission of the draft UNSDCF, incorporating draft Results Matrix and the Legal Annex;
- 70% upon submission of the final UNSDCF.

## 9. QUALIFICATIONS AND EXPERIENCE

### Competencies

#### Functional competencies:

##### Professionalism

- Profound knowledge of the UN system and UN common country programming processes in particular the new CCA approach and new UNSDCF Guidance and its operationalization (CCA/UNDAF);
- Extensive experience in results Based Management principles, logic modelling/logical framework analysis, quantitative and qualitative data collection and analysis, and participatory approaches;
- Strong experience in process facilitation and inclusive stakeholder engagement processes.

##### Communications

- Excellent communication (spoken and written) skills, including the ability to write reports, conduct studies and to articulate ideas in a clear and concise style in English.

### Minimum Required Skills and Experience

#### Education

- Advanced University Degree (Master's or equivalent) in Social Sciences or a related field.

#### Experience

- A minimum of 10 years of the relevant professional experience; previous experience with CCA/UNDAF formulations, evaluations and/or reviews is highly desired;
- Practical experience in Eastern Europe and CIS and knowledge of the development issues in Middle Income Countries is an asset.

#### Language Requirements

- Excellent written and spoken English. Knowledge of Russian/Kazakh is an asset.
- Excellent report writing and presentation skills.

#### Other attributes

- An understanding of and ability to abide by the values of the United Nations;
- Awareness and sensitivity in working with people of various cultural and social backgrounds.

## 10. RECOMMENDED PRESENTATION OF OFFER

- Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by RC Office;
- **A Cover Letter and Detailed CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate;
- **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 UN 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 RC Office.

## 11. CRITERIA FOR SELECTION OF THE BEST OFFER

The cumulative analysis will be applied for the evaluation of proposals. Under the cumulative analysis scheme, a total score is obtained upon the combination of weighted technical (70) and financial attributes (30).

### A) Technical

#### Educational background

20 points max

20 pts – PhD in Social Sciences or a related field

14 pts - Advanced University Degree (Master's or equivalent) in Social Sciences or a related field

#### Relevant professional experience

40 points max

40 pts – Over 15 years of the relevant professional experience (previous experience with CCA/UNDAF formulations, evaluations and/or reviews is highly desired)

30 pts – between 11 and 15 years;

28 pts – at least 10 years of experience;

#### Language Skills

10 points max

7 pts – English – fluent.

2 pts- Russian – fluent.

1 pt – Kazakh – fluent.

Maximum available technical score - 70 points.

Total score obtainable for Technical evaluation - 70 max. points

\* Only candidates obtaining a minimum of 49 points under Technical evaluation would be considered for the Financial Evaluation.

### B) Financial

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal (A+B) will be considered as the most compliant offer and will be awarded a contract.

#### Approved by:

X Norimasa Shimomura  
UN Resident Coordinator

Signature

*Giuseppe Vellera*  
RC Co.

Date

*14/8/2019*