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**TERMS OF REFERENCE (TOR)**

4 Sept 2019

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| Project title:  | “Towards a Professional and Citizen-Centered Civil Service in Mongolia” |
| Title of the assignment: | Human resource specialist |
| Type of contract:  | Individual contract  |
| Contract duration | 12 months (September 2019 – August 2020) |

1. **Project Description**

The project “Towards a Professional and Citizen-centred Civil Service in Mongolia” (“Project”[[1]](#footnote-1)), was approved in February 2018 and will be implemented in 2018-2021, jointly with the Parliament of Mongolia, the Civil Service Council (CSC), the Cabinet Secretariat (CS) and other agencies involved in training of civil servants. The project is funded by the Government of Canada. The project will support the implementation of the civil service reform priorities towards creating a stable, impartial, professional and citizen-centred civil service and their implementation through capacity-building.

The Parliament of Mongolia approved the revision of the Civil Service Law (CSL) in December 2017. The overall aim of the CSL is to strengthen merit-based and performance driven culture and systems in the civil service of Mongolia. It has introduced some new elements in the civil service such as standardization of the civil service, professionalization training specific to each post ranking, with mandatory requirements for career advancement, reform of the examinations based on tests and interviews and with a new content, strategic and business planning in public sector organizations. The new Civil Service Law became effective from January 2019.

The challenge is to translate the CSL into Human Resource Management policies that are based on the principles of meritocracy. An integrated HRM system, including human resource planning, recruitment, training, promotion, and performance management, needs to be developed. To that end, a standardized system for job analysis, job descriptions, competency system and performance evaluation needs to be introduced to ensure effective HRM, integrating recruitment of right persons for right jobs, competence-based training, transparent, fair performance assessment and promotion.

A number of studies are currently ongoing to provide an analysis of the current situation of the civil service in Mongolia, to identify the needs for different components of the civil service reform and to draft Human resources guidelines in line with the new CSL.

The purpose of this consultancy assignment is to assist the Government of Mongolia in establishing key policy documents on human resources management, planning, audit and competency, and assist in implementing HR related guidelines into everyday practice by HR practitioners in the civil service, under the guidance of international consultants and in collaboration with the project team.

1. **Scope of Work**

1. Conduct a desk review and provide support to international consultants working on HR management, planning, HR audit, and competency framework;

* Review current practices of HR planning, HR audit, and competency framework and the future human resources needs of Mongolian civil service, and keep updated on latest developments at the central and sub-national levels;
* Review related legal and policy framework, including recently approved procedures on recruitment, job description, job analysis and promotion, and HR guidelines, and keep updated on latest developments at the central and sub-national levels;
* Review international good practices, including those of the Canadian Public Service;
* Undertake interviews and meetings with relevant stakeholders to determine gaps and critical areas for improvement;
* Provide comments, and assist international consultants in preparing comments on above documents and on consistency of the system as a whole and among processes/documents and propose potential list of actions for strengthening them;
* Provide support to international consultants working on HR related assignments;

**2.** Provide support to development of civil service HR planning, HR audit, and competency framework and other HR guidelines;

* Provide international good practices in methodology/guidelines, regulation and template on HR planning and HR audit and on associated procedures on job descriptions and competency framework;
* Assist in developing HR planning framework, HR audit framework, and competency frameworks, and the rollout and monitoring their implementation;
* Provide support and inputs to the Civil Service Council (CSC) Secretariat and Cabinet Secretariat to ensure the implementation of the HR planning and HR audit;
* Develop training materials and conduct training for HR specialists on job analysis and competency framework;
* Develop other HR guidelines and training materials, based on needs assessment;
* Make presentations to relevant stakeholders on related topics to HR specialists, as agreed with the CSC, Cabinet Secretariat, and the project.
* Provide ongoing support to implementation of HR management, planning, audit and competency frameworks;
* Integrate gender equality good practices in all deliverables.

**Deliverables:**

1. Detailed workplan, with schedule of deliverables and timelines
2. Inception report (item 1 of the Scope of work)
3. Draft Human Resources planning framework;
4. Draft Human Resources Audit framework (improved procedures on recruitment, job description, promotion) of a merit-based system;
5. Draft Competency framework of core civil servants;
6. Revised final versions of HR planning, HR audit and competency frameworks ready for approval;
7. Manuals on techniques for conducting job analysis, job descriptions and applying competency framework;
8. HR training needs assessment;
9. HR guidelines as agreed with CSC and Cabinet Secretariat
10. Trainings as agreed with CSC and Cabinet Secretariat;
11. **Expected Deliverables and Payment Schedule**

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| **Payment installments** | **Deliverables** | **Target Due Dates** |
| 1. Monthly fee
 | Deliverable 1 – Detailed workplan, with schedule of deliverables and timelinesDeliverable 2 – Inception report on item 1 of the Scope of work | 30 Oct 2019 |
| 1. Monthly fee
 | Deliverable 3 – 10 as per detailed workplan | By the end of each month |

1. **Institutional Arrangement**

The contractor shall report to the Project Manager, and through Project Manager to UNDP. Contractor is expected to carry out the assignment in close consultation and cooperation with the Civil Service Council and the Cabinet Secretariat. Contractor will also engage in extensive consultations with sectoral stakeholder in other ministries and agencies and work closely with the project team.

**E. Duration of assignment**

The total duration of the assignment is 240 person/days over 12 calendar months. Key deliverables are indicated above, but may be subject to minor changes upon detailed workplan.

**F. Qualifications of the Successful Contractor**

* Advanced degree (Master’s Degree or equivalent) in Human Resource management, Public Administration, Management, and other related fields;
* A minimum of 5 years’ experience of working with government agencies, in areas related to human resource management, administrative reforms, law, and other related areas;
* Experience in conducting analytical research or policy analysis;
* Excellent communications and workshop facilitation and training skills;
* Fluent Mongolian and English (written and oral);
1. **Criteria for Selection of the Best Offer**

*Selection criteria is Combined Scoring method* – where the qualifications will be weighted a maximum of 70%, and combined with the price offer which will be weighted a max of 30%. Scores of the technical qualification are:

Educational background - 20 points

Experience and technical proposal – 60 points

Language proficiency – 20 points

Application materials to be submitted:

* **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
* **Personal CV or P11**, indicating all past experience from similar projects, list of publications, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
* Brief description of why the individual considers him/herself as the most suitable for the assignment, and a **technical proposal** (methodology or approach) for undertaking and completing the assignment.
* **Financial Proposal** that indicates the all-inclusive daily fee and fixed total contract price.

1. See the project document at [www.mn.undp.org](http://www.mn.undp.org) [↑](#footnote-ref-1)