

Terms of Reference (ToR)

Job assignment:	Consultancy on digital transformation in Kazakhstan during and post-COVID-19
Project number and title:	00119628, Engagement Facility
Type of contract:	Individual contract
Contract duration:	65 working days over a 3-month period (August – November 2020) with a possible extension
Duty station:	Home-based

A. Background and Context

UNDP has been supporting the development efforts of Kazakhstan since its independence. The major focus of the UNDP support is on all pillars of sustainable development: social, economic and environmental, aimed at strengthening human development for all so that no one is left behind. The UNDP country office (CO) jointly with Government institutions and other stakeholders implements several strategic initiatives in various sectors ranging from preserving biodiversity to supporting people with disabilities. Governance is an integral part of the UNDP CO programme, which primarily focuses on building effective, efficient, transparent and accountable institutions, free of corruption.

UNDP Kazakhstan Governance programme consists of several strategic initiatives that support Kazakhstan's modernization efforts with a focus on priority reform areas from Public Administration, Civil Service Reform and Rule of Law to Prevention of Violent Extremism and addressing the needs of most vulnerable groups of population. The Governance programme activities are implemented in close partnership and collaboration with the Government of Kazakhstan on national and subnational levels, expert community, academia and civil society organizations.

UNDP supports the Government's response to the COVID-19 crisis that puts the achieved development gains at risk due to an array of negative consequences to people, businesses and economy. Based on the Government requests, UNDP actions include but are not limited to: i) a targeted and multi-sectoral needs assessment leading to a comprehensive recovery plan, ii) innovative and scalable job creation solutions for the vulnerable groups, and iii) the implementation of a set of measures that support the business continuity of the Government in view of ensuring the public services provision for targeted groups.

The current crisis is a critical opportunity to reprioritize digitalization in the public sector, with concrete mechanisms, practices and protocols in place to ensure business process continuity of all parts of the state apparatus in the event of the crisis required telecommuting of the big number of civil servants. This support is expected to help the Government institutions and front-line service providers ensure uninterrupted delivery of services to people and timely react on emerging needs and requests.

In this context, the main objective of this assignment is to provide substantial recommendations on the avenues of digital transformation in Kazakhstan and provide expert support on capitalizing on the digital drive spurred on by the COVID-19 crisis. Achieving the objective of this assignment is expected to contribute to the digital resilience of Kazakhstan, lend support to the

implementation of the “Digital Kazakhstan” programme, strengthen the digital response of the Government to crises, and help the Government to become digital to the core.

B. Scope of this Assignment

The scope of this assignment includes several broad areas as outlined below. The concrete tasks will be specified with the consultant in the process of the assignment considering the highly dynamic development context, the ongoing COVID-19 crisis and evolving urgent needs of the government partners, contingent on the situation at hand.

- 1) Provide consultancy to the UNDP CO in Kazakhstan and its national partners on stages, avenues and steps of digital transformation with a particular focus on accelerating the advance of digital interactions in various domains including, but not limited to finance, budgeting, public service delivery, tax administration, education, healthcare, interactions with media, citizen participation, and others.
- 2) Provide consultancy and key recommendations on ensuring business continuity of the government bodies, including teleworking during COVID-19 based on the review of the best international practices.
- 3) Provide recommendations on integration of government databases with an aim to introduce a seamless approach to public service delivery.
- 4) Provide recommendations on implementation of the government programme “Digital Kazakhstan” based on the review of the best international practices and the current implementation progress.
- 5) Provide recommendations on delivering a training programme for civil servants and potentially law enforcement officers on building and enhancing digital skills.
- 6) Other evolving tasks and works within the on-going projects and initiatives with the national partners.

C. Expected Outputs and Deliverables

The consultant is expected to provide quality consultancy and advice working closely with UNDP CO Governance Team and the national partners. This assignment is demand driven depending on the domestic dynamics and emerging needs of the government partners. Indicatively the potential outputs and deliverables will include:

- Concise and specific summaries of best international practices potentially applicable to the Kazakhstan context;
- Policy advice on Civil Service digitalization process, including further development of the E-Kyzmet System;
- Advice on transforming public services online - making them better and cheaper for taxpayers and more effective and efficient for government;
- Policy advice on further digitalization of the Social Protection system and social services delivery;
- Policy advice on shifting the focus on the users and citizens;
- Expert reviews of draft legal acts, policy briefs, action plans;
- Express analysis of specific areas of the digital transformation in Kazakhstan;

- Jointly designed working papers, policy options, concept notes;
- Developed package of proposals on government bodies' business process continuity and teleworking for rapid implementation;
- Qualitative and quantitative research.

Deliverables/outputs	Estimated Duration to complete	Due dates	Review and Approvals Required
Concise and specific summaries of best international practices potentially applicable to the Kazakhstan context	21 days	August-September 2020	Head of Governance Unit
Policy advice on Civil Service digitalization	23 days	August – November 2020	Head of Governance Unit
Developed package of proposals on government bodies' business process continuity and teleworking for rapid implementation	21 days	November 2020	Head of Governance Unit

D. Institutional Arrangements

The consultant is expected to provide his/her services, under the guidance of, and close cooperation with the UNDP Programme Specialist / Head of Governance. All written products and protocols of key events meetings are to be filed and submitted. At the end of each engagement, the consultant will submit a brief report containing a summary of the work he/she has performed during the preceding month. Following approval of the report, the consultant will be paid for the number of days worked during the preceding month.

E. Duration of the Work

The consultant is expected to devote sixty-five (65) workdays over a period of three (3) months.

F. Duty Station

The consultant will work from home.

G. Required Skills and Experience

- Advanced university degree in IT, IT management, IT engineering, Information systems technology and design, business intelligence and information systems, Data science and analytics, and/or other related disciplines;
- At least 5 years of relevant professional experience, with solid experience in leading digital reform and transformation, building digital infrastructure at the national and/or local level;
- Strong understanding of transformative changes in the government due to arrival and rapid dissemination of new technologies, and ways to manage change processes;

- Strong analytical skills;
- Proven experience in drafting quality documents, legal acts, policy briefs, reports, presentations for the top-level decision makers;
- Proven quantitative and qualitative research skills;
- Ability to quickly grasp new concepts and ideas and deliver quick and quality results;
- Experience in both public and private sectors is an asset;
- Excellent command of the English and Russian languages is required.

H. Scope of the Price Proposal and Schedule of Payments

This is a lump sum contract for the entire contract which includes the total cost of carrying out the assignment, through to the end of the assignment. The interested candidate must submit his/her financial proposal in KZT, using UNDP template form. The financial proposal should include all the expert's expenses, including professional fees and other costs necessary for obtaining the above results within the Terms of Reference.

The consultant will be paid upon successful fulfilment of deliverables that are approved by the UNDP Programme Specialist / Head of Governance.

J. Recommended Presentation of Application

The following documents in PDF to be attached to the Offer and sent by e-mail to the following address: procurement.kz@undp.org indicating **Ref.2020-105** in the e-mail subject no later **than 15.00 (Nur-Sultan time zone), 7 August 2020:**

- Duly completed Letter of Confirmation of Interest and Availability; Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided;
- Detailed CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate;
- Other documents certifying the work experience, expertise and skills (qualification improvement certificates\diplomas, awards, etc.).

Due to the technical features of e-mail, the size of the file/s should not exceed 19 Mb per e-message.

Please make sure you have provided all requested materials. **ONLY** fully submitted applications would be considered!!!

The type of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in TOR, can be accessed at

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

K. Evaluation of Applicants

Individual contractor will be evaluated based on a Combined Scoring Method taking into consideration the combination of the applicant's 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%).

Minimal Technical Criteria	Weight, %	Min pass points	Max. points
Advanced university degree in IT, IT management, IT engineering, Information systems technology and design, business intelligence and information systems, Data science and analytics, and/or other related disciplines;	20	70	100
At least 5 years of relevant professional experience, with solid experience in leading digital reform and transformation, building digital infrastructure at the national and/or local level;	35	122.5	175
Proven experience in drafting quality documents, legal acts, policy briefs, reports, presentations for the top-level decision makers and proven quantitative and qualitative research skills;	20	70	100
Experience in both public and private sectors is an asset;	10	35	50
Excellent command of the English and Russian languages is required	15	52.5	75
TOTAL	100%	350	500

Only the highest ranked candidates who received a score of at least 350 points (70%) upon the result of the technical evaluation will be admitted to the financial assessment.

Approved by:

Konstantin Sokulskiy,

UNDP Head of Governance

Signature: *Konstantin Sokulskiy* Date: 23-Jul-2020