

TERMS OF REFERENCE

Position:	Individual Research and Knowledge Management International Consultant
Project name and number:	Institutional Support to the Astana Civil Service Hub / 108383
Duty Station:	Home-based, with occasional missions to Kazakhstan (up to 18 missions)
Contract type:	Framework agreement for the services of an Individual Contractor (IC) engaged on On-Call Basis
Duration:	January 2021 – December 2023 (up to 160 workdays annually)

BACKGROUND:

The Astana Civil Service Hub (ACSH), an initiative of the Government of Kazakhstan and the United Nations Development Programme (UNDP), was established in March 2013, and it is implemented by UNDP Kazakhstan and the Agency for Civil Services Affairs under the President of the Republic of Kazakhstan. It is a multilateral institutional platform for continuous exchange of knowledge and experience in the field of public administration and civil service development, through fostering partnerships, providing capacity building and peer-to-peer learning activities and evidence-based solutions, as well as through publication and dissemination of comparative analyses and studies on the latest developments in public administration and civil service reform and public service delivery. The geographical range of participants currently encompasses 42 countries and more than 70 institutions, demonstrating that partnership for public service excellence remains a salient need.

ACSH is entering into its next phase, for the period of three years (2021-2023). Thus, it is interested to not only continue its successful trajectory in implementing demand-driven activities - on public administration and civil service reform, public service delivery and e-government, and on innovation and transformation processes in the public sector – but also to further advance and refine its knowledge products. In this context, ACSH is planning to engage a research and knowledge management consultant, who may contribute to this endeavour.

CONTRACT MODALITY:

The consultant is expected to enter into a non-exclusive Framework Agreement – also known as Long-Term Agreement (LTA) - with UNDP/ACSH to perform the services described in this ToR on a need-basis, formalized through an Individual Contract (IC) for a period of 3 years.

Where a request for services arises, UNDP/ACSH may engage the consultant through a “call-off”. Every call-off shall describe the scope of services, specific tasks, and outputs to be delivered within a specified period. To place a call-off, the UNDP/ACSH will provide the consultant with brief terms of reference for the intended assignment including its scope, indicative number of workdays and the timeframe for completion. The consultant should agree with such a call-off in writing (simple email should suffice). This should be considered as a starting point of an assignment. Purchase order will be raised for every separate call-off before the consultant will start his/her work.

The LTA shall have an annual cumulative ceiling amount that may accrue to the individual contractor during the life of the LTA, but said amount shall remain as an upper limit, and must not and cannot be interpreted nor understood as neither a financial commitment nor guarantee of business volume. It is important to note that, under an LTA, UNDP does not guarantee that any specific quantity of services shall be purchased during the term of this agreement. The LTA does not form a financial obligation nor commitment from UNDP at the time the LTA contract is signed.

OBJECTIVE:

To provide substantive input to knowledge management activities and to actively contribute to the development of Knowledge products pertaining to studies and analyses of public administration and civil service reform and development and public service delivery enhancement, for UNDP/ACSH, as a part of its knowledge management component.

SCOPE OF THE WORK:

Under the overall direction of the Chairperson of the ACSH Steering Committee and the day-to-day supervision of the Project Manager and/or Research Team, the consultant will perform the following:

- Prepare knowledge products and coordinate their publication process, e.g., comparative analyses of various public administration, civil service, and public service-related issues in the form of books, research papers, studies, etc;
- Provide substantive input and be actively involved in the preparation of studies assessing the impact of on-going reforms in the areas of public administration, civil service reform and development and public service provision;
- Contribute substantively to the content preparation of the International Journal for Civil Service Reform and Practice, and coordinate its publication on a periodic basis (twice yearly);
- Develop and prepare project proposals for submission to donors and partners as part of the resource mobilisation activities of the UNDP/ACSH;
- Prepare and submit for consideration concept notes for various activities and events, and policy briefs on pertinent reform-related initiatives in countries of the region; and
- Contribute to any other substantive activity, if requested, which is consistent with the objectives of the UNDP/ACSH.

KEY EXPECTED OUTPUTS¹:

No	Deliverables	Estimated duration (in workdays)		
		2021	2022	2023
1	Coordinate preparation and publication of a book on COVID19 and the State: How the Pandemic is Redesigning Governance around the World; and contribute at least a chapter to the book.	60	60	50
2	Provide substantive input and be actively involved in the preparation of a comparative analysis study of HR Units in government organisations in the countries of the region	45	35	45
3	Provide substantive input and be actively involved in the preparation of a study on qualification requirements for the civil servants of the future		30	30
4	Contribute substantively to the content preparation of the International Journal for Civil Service Reform and Practice, and coordinate its publication on a periodic basis	10	10	10
5	Develop and prepare project proposals for resource mobilization for UNDP/ACSH	15	15	15
6	Prepare concept notes on specific activities and events pertaining to civil service development and public service delivery	10		
7	Prepare policy briefs and commentaries on on-going reform initiatives in the areas of public administration, civil service reform and development and/or public service delivery for UNDP/ACSH	10		
8	Contribute to other relevant substantive activities of the UNDP/ACSH	10	10	10
	TOTAL	160	160	160

¹ Indicative deliverables and number of workdays.

INSTITUTIONAL ARRANGEMENTS:

The consultant is expected to unconditionally perform the tasks described in this ToR throughout the duration of the contract. The consultant is also responsible for the quality of the deliverables ensuring their timely submission as agreed each time with the Management of the UNDP/ACSH.

The consultant will report to the Chairperson of the ACSH Steering Committee, to the ACSH Project Manager and/or to the Head of the Governance Unit of the UNDP CO. In this respect, the consultant will periodically provide copies of all written materials completed on behalf of the UNDP/ACSH to them.

CONTRACT DURATION:

The assignment, under this Framework Agreement, is expected to have a duration of a maximum of three years starting in January 2021 and ending in December 2023, with a maximum number of 160 workdays annually on a call-off basis. The duration of each call-off shall be clearly indicated in the relevant ToR that accompanies the call-off.

DUTY STATION:

Home-based with up to 18 missions to Nur-Sultan, Kazakhstan; with a provisional estimated duration of 6 days per mission.

REQUIRED QUALIFICATIONS & PROFESSIONAL EXPERIENCE:***Education:***

- At least master's degree in political science, public administration, public policy, management, political economy or in any other relevant social science field;

Experience:

- At least ten years of relevant professional experience performing a similar assistance and knowledge products development and publication role in the areas of governance, public administration, and civil service reform, and change management; previous experience in performing a similar role for UN will be considered an advantage;
- At least five years in an international development role managing international programmes and/or projects in governance, public administration, and civil service reform, and/or or public service delivery; relevant experience in Central Asia and the Caucasus and/or in transition countries;
- Proven experience of resource mobilisation for funding projects by development aid organisations, etc;
- Wide-ranging experience in development projects' implementation at the regional level; preferably in transition environments;
- Proven experience in the preparation and publication of public administration related research papers, reports, case studies and books, among other;
- Proven high-level knowledge and experience in providing expert advisory and/or consultancy services in the area of public administration and civil service reform;
- Experience in the Human Resources Management field;
- Analytical programme management skills to perform results-based monitoring and evaluation of substantive activities;

Language:

- Excellent command of the English language is required; knowledge of other UN languages will be considered an advantage.

COMPETENCIES

- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing skills;
- Ability to plan, organize, implement and report on work;
- Ability to think and act strategically;
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability.

RECOMMENDED PRESENTATION OF OFFER:

The Candidate's Offer must contain the following documents **in PDF** format:

- Duly accomplished Offeror's Letter to UNDP confirming interest and availability for the Individual contractor (IC) assignment and Annex 2 "Breakdown of Costs Supporting the Final All-Inclusive Price" using provided UNDP template; the document should be provided separately from other required below documents;
- Detailed CV, where previous work experience in similar projects should be included, as well as contact details (email and phone number) of the Offeror;
- Brief description of why prospective candidate considers him/her/self as the most suitable for the assignment (maximum 300 words).
- Other documents certifying the work experience, expertise, education, and skills (qualification improvement certificates\diplomas, awards, etc.);
- Link/s to publication of public administration related research papers, reports, case studies and books.

SCOPE OF PRICE PROPOSAL

- **all-inclusive daily fee in USD**

The consultant is expected to accompany his/her application with a financial offer taking into account the following: an all-inclusive daily fee for the full duration of this assignment (480 work days) and relevant costs for travelling* up to eighteen (18) times between his/her home base and Kazakhstan, Nur-Sultan: round trip air-ticket, living allowance and other travel related costs.

** 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. The living allowances should be lower or equal to UN daily subsistence allowances, but under no circumstance should they be higher.*

<u>TOR APPROVED BY:</u>	
Bakyt Zhexembay Project Manager, Operations & Legal Affairs	Signature: <i>Bakyt Zhexembay</i> Date: 28-Dec-2020
Konstantin Sokulskiy Head of the Governance Unit	Signature: <i>Konstantin Sokulskiy</i> Date: 29-Dec-2020