

**TERMS of REFERENCE**

June 28, 2021

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| Project title:  | “Towards a Professional and Citizen-Centered Civil Service in Mongolia” |
| Title of the assignment: | International consultant to support the implementation of the IRBM based strategic plan of environmental sector |
| Type of contract:  | Individual Consultant – Home based |
| Contract duration | 30 person days from July 2021 to February 2022 (5 days in September; 10 days in November; 10 days in December and 5 days in January) |

1. **Project Description**

The project “Towards a Professional and Citizen-centered 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-centered 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.

A key component of the civil service reform efforts is organizational strategic planning and management. The Cabinet Secretariat approved the following procedures to implement the Civil Service Law:

* Developing, approving, and implementing strategic plan (Art. 53.2 of the Law on Civil Service, 2017)
* Developing business plan of organization, establishment of performance targets and indicators, and reporting (Art 54.2 of the Law on Civil Service, 2017)
* Developing annual performance plan of core civil servants, establishment of performance targets and indicators, reporting, assessment of performance results and the level of qualifications, pursuant therewith, promotion, adjusting salaries, rewarding and accountability measures (Art 55.2 of the Law on Civil Service, 2017)

Some sectors have taken a leap in shifting towards program-based budgeting and planning, while large part of the public sector is still lacking in results orientation. In 2020, the Project has worked at the Ministry of Environment and Tourism in piloting the strategic planning using the Integrated Results Based Management methodology. The draft strategic plan is an attempt to test the methodology, however the true result can only be achieved if the plan is implemented for half a year covering the reporting period.

The purpose of this consultancy assignment is to provide technical support to the Government in adopting methodologies for strategic and business planning and management of public sector organizations and providing support in scaling up the innovative approaches in the policy process by the public organizations.

1. **Scope of Work**

**Output 1: Support to the implementation trial of the IRBM based strategic plan at MET[[2]](#footnote-2)**

*The Consultant is expected to work in close coordination with the local consultant tasked in assessing ERP and to develop a methodology for strategic plan of environmental sector. Five days in September for consultations and 10 days in November during the reporting period.*

* Train, guide and coach, the MET Core team in implementing trial of the draft IRBM based Strategic Plan in environmental sector throughout the second half of the 2021 and Q1 of 2022 to cover the reporting period. Guiding phase shall always incorporate international best practice and lessons learnt.
* Assist in the reporting phase during the government fiscal year end reporting period, which would reflect the trial of the draft IBRM based strategic plan and if required during the budget amendment phase.
* Sharing findings and lessons learnt of the trial implementation phase.

**Deliverables:**

1. Final report of the implementation phase (observations, findings, re-iteration of the strategic plan if any.)

**Output 2: Assessment and test run of the Government in-house ERP system.**

*The Consultant is expected to work alongside with the local consultant, Cabinet Secretariat’s team tasked in piloting the ERP and the Project’s Competency based HRM team.*

* Populate the draft strategic plan in the ERP and conduct a simulation to test if it connects/links horizontally with other administrative central bodies and vertically with other organizations linked in the ERP. The testing shall use international benchmark from the region.

**Deliverable:**

1. Assessment report shall incorporate following but not limited to:
	* Documentation of the sandbox test – endorsement of the Cabinet Secretariat of the special access, system reports, logs, data errors if any. Any documentation shall take into consideration international best practice.
	* Observations of the simulation when the plan is linked with plans of other organizations, data errors if any. The observation shall reflect past lessons learnt of the international such experience.
	* Conclusion on whether the in-house ERP system can support the IRBM based plan, if so, recommendations for scaling up and capacity building. Should the existing system not support the prototype strategic plan, the recommendation shall propose an alternative Management Information System tested elsewhere in the world.

**Deliverables:**

1. Assessment report of the ERP.
2. **Expected Deliverables and Payment Schedule**

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| **Payment installments** | **Deliverables** | **Target Due Dates** |
| 50% of the total fee | Deliverable 1  | 15 November 2021 |
| 50% of the total fee | Deliverable 2 | 15 January 2022 |

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 with the Core Team established at the Ministry of Environment and Tourism, and cooperation with the Civil Service Council and the Cabinet Secretariat. Contractor will also consult with sectoral stakeholders, MERIT Project, the Senior Technical Advisor and other national consultants of the Project.

The Project will provide translation and logistical arrangements.

1. **Duration of assignment**

The total duration of the assignment is 30 person/days over 9 calendar months. Key deliverables are indicated above but may be subject to minor changes upon detailed workplan.

1. **Qualifications of the Successful Contractor**

**Education/Academic Qualification**

* Shall have advanced degree (Master’s Degree or equivalent) in Public Administration, Management, or other closely related field.

**Work experience**

* At least three prior international working experiences in leading or contributing towards strategic plan, public finance reform.
* At least 15 years of working experience in integrated results-based management in the public sector.
* Proven working level understanding of Government strategic plan, financial management e.g., Treasury payment system, State Treasury Fund. Must state past outputs in this area.
* Prior engagement with Mongolia’s civil service is desired.
* Excellent report writing, communications and workshop facilitation and training skills.
1. **Criteria for Selection of the Best Offer**

Criteria for evaluation and selection of the best offer will be the Combined Scoring Method.

Technical scores – 70%.

Finance scores (price offer) - 30%.

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| **Criteria** | **Weight**  | **Max. Point** |
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| **Technical criteria 1: Relevant experience**  |  | **50** |
| At least three prior international working experiences in leading or contributing towards strategic plan, public finance reform. |   | 30 |
| At least 15 years of working experience in integrated results-based management in the public sector.  |   | 10 |
| Proven working level understanding of Government strategic plan, financial management e.g., Treasury payment system, State Treasury Fund. Must state past outputs in this area. |  | 10 |
| **Technical criteria 2: Educational background**  |  | **20** |
| Advanced degree (Master’s Degree or equivalent) in Public Administration, Management, or other closely related field.  |  | 20 |
| **Technical criteria 3: Technical proposal** |  | **30** |
| A brief proposal describing the methodologies, work plan and timeframe  |   | 30 |
| **Technical Score** | ***70*** | **100** |

**Documents to be submitted as part of the application:**

* **Letter of Confirmation of Interest and Availability** using the template provided by UNDP.
* **Personal CV or P11**, indicating all experience from similar projects, 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 methodology, if applicable, on how they will approach and complete the assignment.
* **Sample of previous advocacy materials.** Please provide links or copies of advocacy materials collaborated with designers or external collaborators.
* **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.  All envisaged travel costs must be included in the financial proposal.
1. **Approval**

The ToR is prepared and submitted by:

Name:

Designation:

The ToR is approved by:

Name:

Designation:

**ANNEXES**

1. Civil Service Law of Mongolia (2017)
2. Draft Civil Service Reform concept paper (2018)
3. Medium-Term Civil Service Reform Strategy and Implementation Action plan, Government of Mongolia (2007)
4. Strategic Plan of Civil Service of Mongolia, Civil Service Council (2020-2024)
5. Mongolia Towards a High Performing Civil Service, World Bank (2009)
6. Gender baseline survey by Mongolian Women Lawyers’ Association (2019)
1. See the project document at [www.mn.undp.org](http://www.mn.undp.org) [↑](#footnote-ref-1)
2. Draft strategic plan was developed in June 2021 which applies the IRBM methodology. [↑](#footnote-ref-2)