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**TERMS OF REFERENCE**

January 12, 2022

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| Project title:  | “Towards a Professional and Citizen-Centered Civil Service in Mongolia” |
| Title of the assignment: | Local consultant – Technical support to the strengthening of the competency based human resources management in the civil service at Ministry level  |
| Type of contract:  | Individual consultant  |
| Contract duration | Up to 90 working days, from February 2022 to July 2022 |

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 (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 will be effective from January 2019.

The challenge is to translate the CSL into Human Resource Management (HRM) 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.

Draft Competency Framework[[2]](#footnote-2) (CF) which was endorsed by the Working Group established by CSC in December 2020 was co-designed by local and international consultants[[3]](#footnote-3) government counterparts. Draft CF is trialled at 2 ministerial, agency and local government level at each grade. In his opening speech of the autumn session of the State Great Khural, H.E Zandanshatar Speaker of the parliament highlighted importance of the competency and its launch in the civil service[[4]](#footnote-4) bringing Project led effort into national agenda.

In parallel to the national effort to institutionalize core competencies in the civil service, on a sub-national level the MERIT Project[[5]](#footnote-5) has done significant work in conceptualizing and implementing Human Resources Competency Based Framework since 2017.

The purpose of this consultancy service is to contribute towards the national effort of strengthening Competency based Human resources management processes, namely in the recruitment and selection, and performance management. In carrying out this assignment Consultant shall mainstream gender considerations in all processes and deliverables.

1. **Scope of Work**

**Output 1: Roll-out of the designation process flowchart for CF based Recruitment and Selection, and Performance Management in the civil service.**

In cooperation with international consultants[[6]](#footnote-6), following activities are included, but not limited to:

1. Deploy the draft toolkit and the knowledge resources at Ministry level:
* Interview guidelines, questionnaires,
* Competency surveys, psychometrics, other relevant tests,
* Methodology to analyze results from these tools and techniques to be used in competency-based Recruitment and Selection, and Performance management.
1. Trial the Recruitment Test/Selection interview questions (job grade/classification shall be considered) at Ministry level
2. Contribute to the advocacy in shifting towards the competency-based HRM; Facilitate workshops for implementing partners and managers of the participating entities to foster the conceptual understanding of the competency-based HRM.
3. Re-drafting of the Job Descriptions of the pilot agencies, as grouped by job groups with special focus on the Special requirement section.
4. Documentation of the pilot exercise of the Output 1 (including approach, activities, deliverables, list of stakeholders met, and lessons learnt).

**Output 2: Piloting competency models into Performance Management (Administrative category)**

In cooperation with international consultants[[7]](#footnote-7), following activities are included, but not limited to:

1. Develop process flowchart for all levels - positions within the selected entities through a consultative and participative process. This flowchart shall be fit for formal endorsement by the CSC for further dissemination to CSC Sub-councils.
2. Job descriptions at select ministries shall reflect the changes pertaining to the performance management.
3. Develop Competency Assessment Toolkit at each grades and levels containing methodology of determination of the gaps between competencies defined in the framework. The Toolkit shall be fit for formal endorsement by the CSC for further dissemination to CSC Sub-councils.
4. Present the findings and pain points of current practices of Performance Management at the Ministry level to stakeholders and relevant officials of the project.
5. Documentation of the pilot exercise of the Output 2 (including approach, activities, deliverables, list of stakeholders met virtually, and lessons learnt).
6. **Expected Deliverables and Payment Schedule**

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| **Payment installments** | **Deliverables** | **Target Due Dates** |
| 1. 25% of the total fee
 | Progress report for Output 1 (tasks 1 – 3) | By 30 March 2022 |
| 1. 25% of the total fee
 | Progress report for Output 1 (tasks 4 – 5) | By 30 April 2022 |
| 1. 25% of the total fee
 | Progress report for Output 2 (tasks 1 – 2) | By 30 May 2022 |
| 1. 25% of the total fee
 | Progress report for Output 2 (tasks 3 – 5) | By 30 June 2022 |

1. **Institutional Arrangement**

The contractor shall report to the Project Manager, and through Project Manager to UNDP. S/he is expected to work in close consultation and cooperation with the Civil Service Council and the Cabinet Secretariat. The Consultant will also engage in extensive consultations with sectoral stakeholder in other ministries and agencies and work closely with the Project Consultants, Advisors, and the member of the Government Working Group on Common Competency Framework.

1. **Qualifications of the Successful Individual Contractor**
* Graduate or undergraduate degree in relevant field of Human resources management, Knowledge Management, Business Administration, or other fields related to this position.
* At least ten (10) years of experience of the Government human resources, planning and public administration, monitoring and evaluation.
* Sound knowledge of Mongolia’s human resources planning, staffing process and professional training plans.
* Excellent communications and workshop facilitation and training skills.
* Understanding and knowledge of basic computer applications such as MS Office and database management.
* Experience working within the Development agencies is a plus.

Competencies:

* Demonstrates integrity and ethical standards.
* Communication - Ability to listen, adapt, persuade, and transform.
* Ability to handle complex situations and multiple responsibilities simultaneously, mixing long-term projects with the urgency of immediate demands.

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%; and will, in turn, include the sum of written test (70%) and interview scores (30%);

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 ten (10) years of experience of the Government human resources, planning and public administration, monitoring and evaluation. |   | 30 |
| Sound knowledge of Mongolia’s human resources planning, staffing process and professional training plans. |   | 10 |
| Excellent communications and workshop facilitation and training skills |  | 10 |
| **Technical criteria 2: Educational background**  |  | **20** |
| Graduate or undergraduate degree in relevant field of Human resources management, Knowledge Management, Business Administration, or other fields related to this position. |  | 20 |
| **Technical criteria 3: Technical proposal** |  | **30** |
| A brief proposal describing the methodologies, work plan and timeframe  |   | 20 |
| Demonstration of quality assurance mechanisms and risk management  |   | 10 |
| **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 past 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.
* **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: Khulangoo.P

Designation: Project Manager

The ToR is approved by:

Name: Barkhas L.

Designation: Program Officer

**ANNEXES**

1. Civil Service Law of Mongolia (2017)
2. Medium-Term Civil Service Reform Strategy and Implementation Action plan, Government of Mongolia (2007)
3. Draft Civil Service Reform concept paper (2018)
4. Gender Baseline Survey (2019)
1. See the project document at [www.mn.undp.org](http://www.mn.undp.org) [↑](#footnote-ref-1)
2. Competency framework for 5 officer classification, 6 competencies, 503 behavioral indicators [↑](#footnote-ref-2)
3. <https://www.public-admin.co.uk/> [↑](#footnote-ref-3)
4. <https://www.presscenter.mn/medeh-erh/ulsiin-ih-hural/namriin-chuulgan> [↑](#footnote-ref-4)
5. See project information at <https://www.ceso-saco.com/merit/> [↑](#footnote-ref-5)
6. SHRM - <https://www.shrm.org/> [↑](#footnote-ref-6)
7. SHRM - <https://www.shrm.org/> [↑](#footnote-ref-7)