Country: Kazakhstan
Description of the assignment: “METHODOLOGY IMPROVEMENT FOR ASSESSING THE EFFECTIVENESS OF ADMINISTRATIVE CIVIL SERVANTS ACTIVITY AND THEIR PERFORMANCE-BASED PAYMENT”

Project name: The Regional Hub for Civil Service in Astana

Period of assignment/services (if applicable): May-August 2017, 4 months, part-time occupation

Proposals should be submitted online by pressing the “Apply Online” button, no later than 28 April 2017.

Requests for clarification only must be sent by standard electronic communication to the following e-mail: olzhas.bayanov@undp.org UNDP will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all applicants.

1. BACKGROUND

The Regional Hub of Civil Service in Astana (ACSH), an initiative of the Government of Kazakhstan and the United Nations Development Programme, was established in March 2013, when representatives of 25 countries and 5 international organisations, unanimously adopted the ACSH’s Founding Declaration. The ACSH is a multilateral institutional platform for the continuous exchange of knowledge and experience in the field of civil service development, aiming at stimulating civil service transformations in the region through fostering partnerships, capacity building and peer-to-peer learning development activities and by disseminating innovative approaches to civil service reform, through evidence-based solutions, informed by a comprehensive research and policy agenda. It has received financial and institutional support from the Government of Kazakhstan, and the backing of the UNDP as key implementing partners. The geographical range of participants – currently encompassing 36 countries - stretches from the Americas and Europe, through the CIS, Central Asia and the Caucasus to ASEAN countries, demonstrating that partnerships for civil service excellence are a constant and universal need for all nations.

The major objective of the Hub’s Research Team is to initiate and carry out research on topics relevant to development, enhancement and reform of the civil service structures of the participating countries; as well as to produce and disseminate quality knowledge products on success stories of the efforts to modernise public service in the countries of the region and beyond.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Purpose: Methodology improvement for assessing the effectiveness of administrative civil servants activity and a performance-based payment system, taking into account international best practices.
**Scope of work**

-To study international best practices in the assessment of administrative civil servants performance and a performance-based payment through conduction of a comparative analysis of their applicability to the Kazakhstan’s civil service;
-To elaborate approaches assessing the effectiveness of administrative civil servants activities and a performance-based payment system;
-To form project (draft) methodologies for effective assessment of administrative civil servants performances;
-Expert evaluation and analysis of elaborated approaches used for performance assessment of administrative civil servants of corps "A" and "B" with the entry of follow-up suggestions.
-Participation in discussions with assessment of the effectiveness of administrative civil servants’ activity and their performance based payment working group of the Agency of the Republic of Kazakhstan for Public Service and Anti-corruption during expert’s visits to Astana.

**3.EXPECTED RESULTS AND PAYMENTS:**

The International Expert is expected to submit an interim and a final report.

The **interim report** shall contain the following:

- An analytical overview and a comparative analysis of leading foreign experience and the Kazakhstan’s practice of administrative civil servants of “A” and “B” corps performance assessment;
- Proposals for conduction of administrative civil servants of “A” and “B” corps performance assessment;
- Suggestions on introduction of the performance-based payment system.

The **final report shall include:**

- The project methodology for assessment of administrative civil servants of “A” and “B” corps performance efficiency;
- Recommendations regarding the usage of the administrative civil servants of “A” and “B” corps assessment results for monetary encouragement, training, promotion and etc.;
- Suggestions for further improvement of the institute of civil servants performance-based assessment;

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<thead>
<tr>
<th>Phase №</th>
<th>Results</th>
<th>Target Due Dates</th>
<th>Review and approvals</th>
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<tbody>
<tr>
<td>1</td>
<td>Interim report</td>
<td>No later than 30 calendar days from the date the contract was signed</td>
<td>Project Manager</td>
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<td>2</td>
<td>Revision of the Interim report taking into account Project Manager’s remarks</td>
<td>No later than 5 calendar days from the date the Project Manager provided remarks, which will take up to</td>
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<td>3</td>
<td>Final report</td>
<td>No later than <strong>20 calendar days</strong> from the date of the 2nd phase completion</td>
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<td>4</td>
<td>Revision of the Final report taking into account the customer’s remarks</td>
<td>No later than <strong>10 calendar days</strong> from the date the Project Manager provided remarks</td>
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<td>5</td>
<td>Presentation of the work outcomes. <em>Place and time to be determined by the customer</em></td>
<td>No later than <strong>55 calendar days</strong> from the date of 4th phase completion</td>
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4. INSTITUTIONAL ARRANGEMENT

Under the overall guidance of the Chairman of the Steering Committee of the Hub and the day-to-day supervision of the Project Manager of the Hub, the International Expert is responsible for the quality of the outputs specified above, their timely delivery at the international conference and for their appropriate formulation for publication in the International Journal of Civil Service Reform & Practice.

- Reports to the Project Manager of the Hub;
- Ensures timely and quality execution of the Terms of Reference;
- Ensures unconditional carrying out of requirements of the Contract;
- Project Manager of the Hub will provide remarks for interim and final reports.

5. DUTY STATION

Home-based with trips to Astana. The consultant will work primarily from home with periodic visits to Astana, as required. This position implies two visits to Astana, up to three days each: intermediate visit (after the result #2 of the table above) and final visit with presentation of the work outcomes. All envisaged travel costs including 2 trips (3 days) to Astana per diem must be included in financial proposal (UNDP rate per diem for March, 2017 in Astana $177). In general, 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.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. DURATION OF WORK

Four months, from April till July 2017

7. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

- At least Bachelor’s degree in human resources management or a related field;
8. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. **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 (P11 form attached)

2. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP (template attached);

3. **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

4. **Any other referred information** would be accepted.

9. FINANCIAL PROPOSAL

   - **Total lump sum**
   
   The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

10. EVALUATION

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

   - Bachelor’s degree in human resources management or a related field;
   - At least 6 years of relevant experience in providing consulting services in the field of human resources management, including the personnel assessment and a performance–based payment;
   - Strong analytical and research skills, excellent policy recommendations and analytical reports writing skills;
   - Fluency in English; knowledge of Russian language is an asset.

Short listed consultants will be evaluated further based on the following methodologies:

1. **Cumulative analysis**
When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and
b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

“responsive/compliant/acceptable” can be defined as fully meeting the TOR provided.

* Technical Criteria weight - 70%

* Financial Criteria weight – 30%

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<tr>
<th>TECHNICAL EVALUATION SCORING SHEET</th>
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<tr>
<td>CRITERIA / SUB-CRITERIA</td>
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<td>------------------------</td>
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<tr>
<td>1 EXPERIENCE OF BIDDER RELATED TO SERVICES</td>
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<tr>
<td>Bachelor’s degree in human resources management or a related field;</td>
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<td>At least 6 years of relevant experience in providing consulting services in the field of human resources management, including the personnel assessment and a performance–based payment;</td>
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<td>Subtotal</td>
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<td>2 Competencies</td>
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<td>Experience in successful implementation of projects close to the theme, scale and target audiences in other countries, preferably in Western Europe, the United States, Central Asia, Russia</td>
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<td>Strong analytical and research skills, excellent policy recommendations and analytical reports writing skills</td>
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<td>Fluency in English; knowledge of Russian language is an asset.</td>
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<td>Subtotal</td>
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<td>TOTAL POINTS</td>
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