

Terms of Reference

Support for assessment of Republic of Kazakhstan Public Procurement System using the Methodology for Assessing Procurement Systems (National Consultant)

1. Context

The Republic of Kazakhstan continues to enhance the efficiency of public resource management, including through the modernization of its public procurement system (PPS). To support the reforms, the Ministry of Finance of the Republic of Kazakhstan (RoK) is intended to carry out a holistic assessment of the PPS using Methodology for Assessing Procurement Systems (MAPS) with the assistance of Eurasian Fund for Stabilization and Development (EFSD).

A similar MAPS assessment of Kazakhstan's PPS was carried out in 2019. It identified key areas for improvement and provided detailed recommendations aimed at increasing the efficiency, transparency, and competitiveness of the system.

The main objective of the current MAPS assessment is to support the Government of Kazakhstan (GoK) in improving its public procurement system. In order to achieve this objective, the assessment will: (i) provide a comparative analysis of the country's procurement system against MAPS standards, (ii) identify strengths and weaknesses of the country's procurement system, the major risks and their likely consequences of their materialization in terms of PPS efficiency; and (iii) elaborate a strategy and reform action plan to improve procurement performance to deliver better economic and social outcomes.

The assessment will also include an analysis of the progress made in implementing the recommendations from the previous MAPS assessment and, if necessary, the application of corrective measures to the activities carried out for the implementation of those recommendations.

The assessment will cover only the national public procurement system, and will not extend to other procurement systems, such as the procurement system of the National Welfare Fund "Samruk-Kazyna" AO.

The assessment process will be led by international individual consultant – expert in MAPS methodology. In order to assist the international individual consultant (International Expert) in conducting the assessment, an experienced national individual consultant (Consultant) will be hired. The terms of reference (TOR) hereinafter describe the detailed tasks.

2. Objectives

The objective of this assignment is to assist the International Expert in the assessment of the PPS of RoK based on MAPS (2025) (Assessment).

3. Scope of services

The Consultant must provide services in the following volume and order:

3.1 Preparation phase.

The consultant should study the MAPS methodology and the results of the previous MAPS assessment.

3.2 Review and provide comments on the Concept Note.

The Consultant shall review the Concept Note and, among other things, provide his opinion on the planned timing of the assessment, as well as on the composition of Assessment Steering Committee.

3.3 Collect data of PPS.

The Consultant should collect all information, necessary for the Assessment, under the guidance of International Expert, and in accordance with MAPS.

«Information» includes following (but not limited to):

- Laws;
- By-laws;
- National guidelines;
- Arbitration practice;
- State reports;
- Results of previous assessments of PPS;
- Analytics data;
- Actual procurement data;
- User feedback.

The data collection process should:

- Follow an agreed structure aligned with MAPS indicator requirements;
- Ensure all sources are properly referenced (title, issuing body, date, link or storage location);
- Be updated and shared regularly with the International Expert.

The Consultant should initiate and carry-out interviews with stakeholders and surveys, necessary for full and comprehensive assessment.

The final list of information to be collected should be coordinated and approved by the International Expert.

3.4 Assessment.

The Consultant shall assist the International Expert in process of reviewing/analyzing collected information and conducting the Assessment by applying MAPS and MAPS indicators using the following three-step approach:

Steps	Assessment	Ref. ¹
Step 1	Review of the PPS applying assessment criteria expressed in qualitative terms (qualitative indicators). Preparation of the indicator matrix ² providing detailed information related to this comparison between the actual situation and the assessment criteria and on changes underway.	Paragraph number: 27-28
Step 2	Review of the PPS applying a defined set of quantitative indicators (applying at least the minimum set of quantitative indicators defined by MAPS). Preparation of a narrative report detailing the findings of this quantitative analysis.	Paragraph number: 29-31
Step 3	Analysis and determination of substantive or material gaps (gap analysis).	Paragraph number: 32-36

¹ References to Methodology for Assessing Procurement Systems user guide 2025 (https://www.mapsinitiative.org/content/dam/maps-initiative/en/maps-methodology/main-methodology-documents/maps-user-guide-2025.pdf/_jcr_content/renditions/original./maps-user-guide-2025.pdf).

² Template: Indicator Matrix (<https://www.mapsinitiative.org/content/dam/maps-initiative/en/maps-methodology/guidance-documents/templates/maps-indicator-matrix-en.docx>).

	<p>Sub-indicators that exhibit a “substantive gap” need to be clearly marked to underline the need for developing adequate actions to improve the quality and performance of the PPS.</p> <p>In case of identified circumstances that are likely to prevent adequate actions to improve the PPS, “red flags” need to be assigned. Red flags are to highlight any element that significantly impedes the achievement of the main considerations of public procurement and that cannot be mitigated directly or indirectly through the PPS.</p>	
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*More detailed description of three-step approach is provided in Methodology for Assessing Procurement Systems user guide 2025.

After Assessment, the Consultant should assist the International Expert during the validation of the assessment findings involving key stakeholders and developing recommendations for a medium-term public procurement national reform strategy.

3.5 Preparation of the MAPS Assessment Report.

The Consultant should assist the International Expert in the preparation and finalization of the Assessment Report.

4. Role and Responsibilities Split

To avoid overlaps and ensure clarity, the following delineation of responsibilities is used:

- International Expert: leads the assessment process, ensures methodological compliance with MAPS 2025, validates findings, and is responsible for writing and for final approval of assessment deliverables.
- National Consultant: collects and organizes data, conducts interviews in local languages (Russian and Kazakh), prepares draft materials, coordinates with local stakeholders, documents the validation workshops and supports logistical arrangements.
- Jointly: participate in meetings with the stakeholders and stakeholder validation workshops, drafting of the Assessment Report and related documents, and recommendations development.

5. Additional information.

Assistance to the International Expert includes (but not limited to):

- Consultations on PPS of the RoK;
- Obtaining necessary information (documents, data, etc.);
- Facilitating interaction with public authorities, private sector and business associations, public associations etc. (including translation into English, Russian, and Kazakh as necessary during interaction process);
- Preparing draft versions of the documents that should be created during MAPS assessment process.

This assessment will be conducted in accordance with the MAPS updated in 2025.

Language of all the services is English.

The Government of the RoK, the Assessment Steering Committee, the Assessment Team and the EFSD will provide support to the Consultant during this task. The support includes, but is not limited to, providing the venue for the workshops and meetings, facilitating interactions with stakeholders, sharing the available documents, conducting administrative functions.

The International Expert will consult the Consultant on MAPS methodology and assessment process.

The Consultant should:

- Provide weekly updates to the International Expert and the EFSD on progress and issues;
- Assist in the collection, structuring, and basic analysis of procurement data under the guidance of the International Expert;
- Immediately inform the EFSD about aspects that would affect timely or quality delivery of the task and propose solutions where possible;
- Respond to requests for information or clarification within two (2) calendar days unless otherwise agreed;
- Participate in regular coordination calls/meetings as scheduled by the Assessment Team.

In total, the Consultant is expected to contribute up to 140 working days. Place of service provision: Astana, the RoK.

An indicative sequence of activities (workplan) is provided in Annex 1.

6. Deliverables.

Deliverable 1 – Monthly reports on services provided. Each Monthly Report should include:

- Summary of tasks completed during the reporting period (indicating the number of man-days spent);
- List of documents and data collected, including sources;
- Summary of stakeholder interactions (meetings, interviews, workshops);
- Identified issues/risks and proposed mitigation measures.

Deliverable 2 – Final report on services provided. The Final Report should include:

- Comprehensive summary of the Consultant's contributions;
- Consolidated list of all collected documents/data;
- Summary of support provided to the International Expert in analysis and reporting.

All the deliverables should be in English in written (electronic) form. Electronic form for the deliverables: drafts of documents - .docx, .xlsx, finalized documents - .pdf and .docx (both are needed).

7. Qualification required.

The Consultant must meet the following requirements:

- University degree in the fields of: Economics, Public Administration, Law, Project Management, Social Sciences, Business Administration, Engineering, or similar disciplines;
- At least 7 years of experience in public procurement;
- At least 7 years of experience interacting with a variety of stakeholders including high-level government officials, civil society organizations and private sector enterprises;
- Good experience in public procurement reform, procurement laws, and institutional & operational aspects of public procurement;
- Excellent knowledge of the PPS of the RoK;
- Fluency in Kazakh/Russian and English.

