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TERMS OF REFERENCE

National consultant for analysis of the business processes of the Gagauz People's Assembly

Job title:	National consultant to analyse business processes of the GPA
Duty station:	Chisinau, Moldova
Reference to the project:	Strengthening Parliamentary Governance in Moldova Project
Contract type:	Individual Contract (IC)
Duration of assignment:	October 2018 – January 2019 (up to 40 working days)

I. Background

The UNDP “Strengthening Parliamentary Governance in Moldova” (SPGM) Project works with the Parliament of the Republic of Moldova (PRM) to strengthen its law-making, oversight and representation functions with a specific focus on EU integration and the Sustainable Development Goals (SDGs). The project directly assists standing committees and the secretariat of parliament in the implementation of their mandate. Project interventions include training, technical assistance, easy-to-read publications, exchanges and opportunities for learning from other parliaments, as well as the provision of specialized software for strengthening the efficiency of the business processes. Through this support, parliament is improving its capacity to strengthen the legal framework and successfully engage in the oversight through multi-stakeholder action involving civil society, professional associations and the public. Activities offer and encourage equal opportunity for male and female participation and gender is mainstreamed throughout the project.

Since 2017, the SPGM project extended support to the capacity development of the Gagauz People's Assembly (GPA), as part of its multi-year work plan.. Complementary to the Crisis Management Initiative (CMI) Project supporting the joint working group established between the national parliament and GPA, UNDP is looking to support institutional capacity development through the enhancement of capacities of the GPA members and the Secretariat, as well as a reform of the structure and functioning of the GPA's Secretariat and the specialised committees.

In 2017, a Functional and Institutional Analysis of the Gagauz People's Assembly was conducted with the aim of identifying specific areas of intervention and approaches for capacity development. The Analysis Report has defined strengths and opportunities for the assembly, as well as the weaknesses and challenges that require further institutional strengthening. One of the main challenges was the lack of a strategic development plan for the GPA to guide institutional development. Based on the findings of the Analysis, UNDP subsequently supported a participatory and inclusive process for drafting the GPA's first Strategic Development Plan 2018-2020, which was approved by its Presidium in July 2018.¹ In line with the GPA

¹ <http://halktoplushu.md/index.php/novosti/2307-deputaty-odobrili-strategicheskij-plan-razvitiya-nsg>

priorities announced for 2018-2020, the institution is to undergo a process of change towards a more efficiently functioning legislature that is enabled to provide high quality support to the members of the Assembly. In this regard, UNDP is seeking to hire a national consultant to conduct an analysis of the most important business processes, identify inefficiencies and obstacles, and formulate recommendations for the re-alignment and strengthening of key processes.

II. Scope of work and expected outputs

The expected output for this assignment is to document GPA workflows and processes accurately, provide a precise picture of current operations, display gaps in processes and identify redundant processes that can be eliminated, note processes that need to be reengineered and provide recommendations for optimizing the efficiency of business procedures. Additionally, the consultant will advise on the reform of the institutional structure of the GPA by reviewing the mandates of the different departments and services of the Secretariat, in order to support changes in the work processes and ensure that the Assembly is effectively carrying out its key roles as a legislative body.

In order to achieve the stated objectives, the consultant will have the following responsibilities:

1. Prepare a detailed work plan for the assignment;
2. Undertake a comprehensive desk review of the relevant national legal framework, as well as the Rules of Procedure, regulations and guidelines within the Assembly and familiarize with the organization's political context, strategy and operations;
3. Conduct a thorough as-is analysis. In cooperation with key GPA staff, document and map business processes and provide comparative analysis of selected and corresponding processes in different GPA departments. This should be done by visiting departments, and meeting with key staff to better understand and observe practices on the ground. It may also be done by facilitating process mapping workshops involving key process stakeholders to walk through the processes together.
4. Provide an in-depth and critical analysis of the process maps, looking for deviations between written and customary policies, potential risks or control deficiencies as well as duplications/unnecessary steps and overall process inefficiencies. Identify shortcomings, constraints to operational efficiency and bottlenecks in each process.
5. Facilitate validation workshops, whereby the consultant will walk through the draft process maps with key stakeholders.
6. Develop a thorough to-be analysis. Based on the mapping of corresponding business processes in different GPA departments, divisions and functional areas, design results-oriented end-to-end business processes and provide detailed recommendations on business practices improvements with a focus on increased intra- and inter-institutional cooperation, improved effectiveness and greater efficiency of the institution. The analysis should contain recommendations on adjustments of organizational structures, division of roles and responsibilities, job definitions and required capacities across the Assembly.
7. Conduct a workshop to present maps to the GPA management, discuss suggested process improvements and validate any changes.
8. Disseminate maps to the management and key stakeholders for review, comments and finalization.
9. Closely cooperate with the national consultant engaged to support the Gagauzia People's Assembly in drafting Rules of Procedure to coordinate the GPA processes which will need to be reflected in the amendments to the GPA Rules of Procedure.

III. Deliverables and Timeframe

No.	Deliverables	Tentative timeframe/deadline
1.	Inception Report and detailed work plan for the assignment developed	By 15 October 2018
2.	Business processes documented and mapped, comparative analysis of selected and corresponding processes in different GPA departments conducted	By 31 October 2018
3.	Two validation workshops with the participation of GPA senior management and staff facilitated	By 9 November 2018
4.	Draft report on the as-is analysis containing a critical analysis of the process maps, identifying the deviations from existing internal regulations and potential risks or control deficiencies as well as duplications/unnecessary steps and overall process inefficiencies, developed and submitted for clearance to SPGM project team and GPA	By 16 November 2018
5.	Design of "to-be " results-oriented end-to-end business processes developed and detailed recommendations on business practice improvements developed and coordinated with the SPGM and GPA	By 30 November 2018
6.	Draft report on to-be analysis developed and submitted for clearance to SPGM and GPA	
7.	Workshop to present to the GPA management draft maps of the to-be-processes, discuss suggested process improvements and validate any changes conducted	By 10 December 2018
8.	Final report containing agreed "to-be" scenario, including recommendations on adjustments of organizational structure, division of roles and responsibilities, job definitions and required capacities across GPA developed and submitted for clearance to SPGM and GPA	By 14 January 2019

IV. Institutional arrangements

The consultant will work under the direct supervision of the UNDP Technical Specialist for substantive aspects of the assignment, and under the guidance of the Senior Project Officer for administrative aspects.

The GPA will provide the consultant with a work space, internet access, a printer and a telephone line.

Timeframe

The timeframe for work of the national consultant is tentatively planned from October 2018 – January 2019.

Language

All communications and documentation related to the assignment will be in Russian and English. Before submission of final deliverables, the consultant will discuss the draft documents with the parties involved (i.e. UNDP and GPA), so that the end products reflect their comments.

Financial arrangements

Payment will be disbursed in three instalments upon submission and approval of deliverables and certification by the Technical Specialist that the services have been satisfactorily performed.

V. Qualifications and skills required

Educational background

- Master's Degree (or 5 years university degree) in Public Administration, Law, Political Science, or similar disciplines.

Working experience

- At least 7 years of work experience in the field of public administration reform, strategic planning, public policy analysis, monitoring and implementation or change management within a public organization;
- At least 5 years of work experience in managing projects within the public sector;
- Experience of advisory work on institutional reform within governmental or parliamentary contexts is a strong advantage;
- Experience with resource mobilization and donor coordination will be a strong asset;
- Experience in conducting inclusive, participatory information gathering processes will be considered an asset.

Competences

- Knowledge of modern organizational theory and practice with regard to the public sector;
- Knowledge of the Moldovan civil service system will be a strong asset;
- Demonstrated expertise in gender-sensitive strategic planning, result-based management and/or human resource policy;
- Proven track record in working effectively within multidisciplinary teams;
- Strong analysing, planning and communication skills both orally and in writing
- Ability to adapt to different environments (political, cultural, social and economic) and work under time pressure;
- Ability to successfully introduce new work methods and encourage critical thinking;
- Fluency in Russian and a good working knowledge of English. Knowledge of Romanian will be an asset.

VI. Documentation for proposal

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

1. Proposal:
 - i. Explaining why they are the most suitable candidate for the assignment including an overview of past experience in similar assignments;
 - ii. Providing brief information on each of the above qualifications, item by item and a brief methodology on how they will approach and conduct the work (if applicable);
2. Financial proposal (in USD), specifying a fee per day and a total requested amount, including all related costs, e.g. fees, per diem, travel costs, phone calls etc.;
3. Duly filled in and signed Personal History Form (P11) and at least 3 names for a reference check.