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TERMS OF REFERENCE

International Consultant for the organizational reform of the Gagauz People's Assembly

Job title:	International Consultant for the organizational reform of the Gagauz People's Assembly
Duty station:	Chisinau, Republic of Moldova
Project:	Strengthening Parliamentary Governance in Moldova Project
Contract type:	Individual Contract (IC)
Duration of assignment:	May – October 2019 (up to 55 days)

I. BACKGROUND INFORMATION

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 the EU integration and the Sustainable Development Goals (SDGs). Project interventions include trainings, technical assistance, easy-to-read publications, exchanges and opportunities for learning from other parliaments, as well as specialized technical equipment. Since 2017, the SPGM project has also been supporting the capacity development of the Gagauz People's Assembly (GPA) at the request of the Parliament of the Republic of Moldova.

The Gagauz People's Assembly is the representative body of the Autonomous Territorial Unit of Gagauzia that was established in 1994 based on the Law on the special legal status of Gagauzia.¹ According to this law, the People's Assembly comprises of 35 members elected for a four-year term in uninominal territorial districts. In its current composition, the Gagauz People's Assembly started its work on the 20th of January 2017.

In 2017, the SPGM supported carrying out the functional and institutional analysis of the GPA, which concluded that the current structure is generally appropriate to carry out its mandate. However, it noted that some key services such as research, strategic planning, monitoring and evaluation, reporting, are not part of the existing institutional framework.² Also, while the GPA has undergone several restructuring processes prompted by the election of the new Assembly members, past reorganizations never followed a detailed analysis of the institution and its work processes with the purpose of improving the efficiency of the institution.

Based on the findings of the functional and institutional analysis of the GPA, UNDP subsequently supported a participatory and inclusive process for the drafting of the GPA's first Strategic

¹ Law no. 344 from 23.12.1994 on the special legal status of Gagauzia, <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=311656&lang=2>

² For more information on the structure of the GPA, see the 2017 Functional and Institutional Analysis of the GPA: insert link to website publication.

Development Plan 2018-2020, which was approved by the Presidium in July 2018. In line with the GPA priorities announced for 2018-2020, the institution shall undergo a process of institutional reform towards becoming a more efficient organization.

The SPGM project is seeking to support the development of a new organizational structure of the GPA by contracting an international consultant. His/her assignment shall pertain to both the organization of the Secretariat of the GPA and of the political bodies of the GPA (Presidium, Standing Committees etc.). The proposed final structure shall comply with the national legislation governing the People's Assembly and shall comply with international democratic standards.

II. SCOPE OF WORK AND EXPECTED OUTCOMES

The aim of the consultant's assignment is to support the GPA in formulating proposals for structural organizational changes that ensure the full implementation of its mandate, as well as enhance its efficiency. The proposals for reform are expected to focus on two aspects: (i) the reengineering of business processes of the Assembly for an enhanced efficiency and (ii) the development of a new organigram for the entire assembly. In this regard, the consultant will develop a report with clearly defined recommendations and a good argumentation for the proposed organizational changes based on best practices. The report will clearly indicate the expected improvements that are sought to be achieved.

For this assignment, the international consultant is expected to assess the interrelation between the core functions of the People's Assembly and the work of the Secretariat to ensure improvements in the Secretariat's main role as the provider of support for the efficient functioning of the GPA. In carrying out the tasks under the assignment, the consultant will closely cooperate and coordinate with the national consultant hired for the documentation of all existing business processes. That work is currently ongoing and is expected to be completed by 31st of May 2019.

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

1. Prepare a detailed work plan and inception report describing the methodology to be applied for this assignment;
2. Prepare a list of best practices on efficient work processes of assemblies suitable for the GPA based on an in-depth analysis of similar structures of secretariats and assemblies in other countries.
3. Develop a report containing the vision of the new structure of the GPA including recommendations and justifications for structural changes. The report shall present at least two options/scenarios for the reorganization of the Assembly and of its Secretariat.
4. Conduct at least two validation round tables with the participation of representatives of the GPA and the Parliament of the Republic of Moldova to present the recommendations of the report with the goal to achieve an agreement on the final GPA structure.
5. Finalize the report containing the vision of the new structure of the GPA, including recommendations and justifications for structural changes, in line with the feedback received during the validation round table.
6. Undertake three missions to Chisinau, according to the tentative schedule:
 - Second half of May 2019 for first consultations with the leadership and staff of the GPA as well as face-to-face meetings the national consultant working on the „As Is” analysis of business processes;
 - First half of September for the validation round tables;

- Mid- October for the presentation of the final report on the new institutional structure of the GPA.

III. DELIVERABLES AND TENTATIVE TIMEFRAME

The timeframe for the work is tentatively planned through May – October 2019.

Nr.	Deliverables	Tentative timeframe/deadline
1.	Inception report and detailed workplan for the assignment developed and submitted to the SPGM and GPA	By 24 May 2019
2.	The list of best practices on efficient work processes of assemblies suitable for the GPA based on an in-depth analysis of similar structures of secretariats and assemblies in other countries, developed and submitted to the SPGM	By 17 June 2019
3.	Draft report containing the vision of the new structure of the GPA, including recommendations and justifications for structural changes, presenting at least two options/scenarios for reorganization, including organigram of the assembly and its secretariat, developed and submitted to UNDP and GPA.	By 5 July 2019
4.	Two validation events to present the proposals of the report organized and facilitated	By 13 September 2019
5.	Final report presenting the functioning of the new institutional structure of the GPA developed and submitted to UNDP and GPA	By 4 October 2019

IV. INSTITUTIONAL ARRANGEMENTS

The consultant will work under the guidance of the UNDP Technical Specialist for substantive aspects of the assignment and under the direct supervision of the UNDP Senior Project Officer – for administrative aspects. The consultant will report to the GPA appointed representative and the UNDP Technical Specialist. The overall supervision of the assignment will be done by the Project Manager.

For the development of the report on the new institutional structure of the GPA, the consultant will cooperate closely with the national consultant working on the analysis of business processes.

All deliverables must be submitted in English in electronic copy for feedback and approval by UNDP and the GPA.

V. FINANCIAL ARRANGEMENTS

Payment will be disbursed in three installments upon submission and approval of deliverables by the UNDP Technical Specialist and certification by the Project Manager that the services have been satisfactorily performed. All envisaged travel costs must be included in the financial proposal. These includes all travel to join the duty station and repatriation travel. UNDP does not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class, he/she should do so using their own resources.

In the case of unforeseen travel (outside of Chisinau/more missions), payment of travel costs including tickets, accommodation and terminal expenses should be agreed prior to travel for reimbursement by UNDP.

VI. QUALIFICATIONS AND SKILLS REQUIRED

The contractor's performance will be evaluated against the following criteria: timeliness, professionalism, proactiveness, communication, and the quality of the products delivered.

I. Academic Qualifications

- Master's degree in public administration, law, political science, management, or any other relevant subject area

II. Years of experience

- At least 10 years of experience in working with legislative bodies and elected representatives
- At least 5 years of practical experience with organizational reform processes and/or designing institutional frameworks for public institutions
- Proven experience (at least 3 previous assignments) in conceptualizing and developing organigrams of autonomy assemblies and secretariats
- Previous experience of working with UN agencies is considered an asset

III. Competencies

- Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with stakeholders at all levels and to present ideas clearly and effectively
- Excellent research and analytical skills
- Time and project management skills
- Fluency in English; knowledge of Romanian and/or Russian is an asset
- Proven commitment to the core values of the United Nations respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status

UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.