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TERMS OF REFERENCE

Job title:	International Consultant/ Adviser on Strategic Planning
Duty station:	Chisinau, Moldova
Reference to the project:	“Improving the quality of Moldovan democracy through parliamentary and electoral support”
Contract type:	Individual Contract
Expected workload:	25 working days
Starting date:	September, 2014

Objective of the assignment:

The expected output for the International Consultant’s assignment is to provide strategic advice to the Parliament, in particular to the Secretariat of Parliament, in the elaboration of its Strategic Development Plan for 2015-2018, considering the country’s European integration agenda. The International Consultant will also coach and provide trainings to senior parliamentary staff on strategic planning.

The assignment shall be carried out in close cooperation with the Secretary General of the Parliament and with the Strategic planning and internal audit unit of the Parliament of Moldova.

Background:

The elections of July 2009 resulted in a new political majority in the Parliament. A coalition of three parties, called Alliance for European Integration, was established. The new coalition started with the implementation of an agenda for further approximation of Moldova to the European Union. As the Parliament has an important role in the approximation process, the new Speaker requested UNDP’s support for strengthening the Parliament’s capacities for promoting the EU integration Agenda.

A Functional Review and Institutional Capacity Assessment was conducted by UNDP Parliamentary project in 2010. The report was the basis for the formulation of the first Strategic Development Plan (SDP) and new institutional structure of the Secretariat. The Strategic Development Plan helped the Parliament articulate its vision and strategic priorities.

Relevant restructuring and realignment of functions has been implemented. Additional human and financial resources were allocated to ICT, research, communications, legal approximation and human resources units, lack of which previously had negative impact on the implementation of the main functions of the Parliament. A new unit on strategic planning and internal audit was established. As a result, for the first time MPs were allowed to hire personal assistants, who provide them with secretarial and research support.

The formulation of the Strategic Development Plan took place with full involvement of the Parliament, through a working group chaired by the Secretary General, in which senior management of the Secretariat participated. Before the working group started its work, 43 Parliament staff members,

including the Secretary General and heads of departments, were trained on strategic and financial planning.

From summer 2009 until March 2012 the Parliament was not able to elect the President of the country, which resulted in political uncertainty and possibility of early parliamentary elections. Finally, in March 2012 a new President was elected with the necessary majority of 61 votes in the Parliament. After this political deadlock was resolved, the Permanent Bureau approved the Strategic Development Plan of the Parliament Secretariat for 2012-2014.

During the last two years the Parliament of Moldova has been very active in developing its organizational setup in order to improve the legislative process and be able to react promptly to changing priorities. In this regard, important internal regulations and policies were approved, document flows optimized and capacities of Parliament secretariat staff increased. Updated job descriptions were developed and approved for all the parliamentary staff. A new system for performance evaluation of staff was developed and the implementation started from autumn 2013.

As 2014 is the last year of SDP's implementation, a thorough assessment of achieved results and progress needs to be undertaken. The results and lessons learned need to be incorporated into the new SDP for 2015-2018. In this context, UNDP is seeking to hire an international adviser who will assist the Parliament of Moldova in the process of development of a new SDP for 2015-2018. The process should be based on international best practices and methodological tools and conducted in inclusive manner involving staff of the Parliament. The adviser will also coach the parliamentary staff on strategic planning, before the SDP's elaboration starts and during the process.

Scope of work and expected output:

The expected output for the International Consultant's assignment is to provide support to the development of the Strategic Development Plan by building on the results achieved in the framework of the current SDP. He/She will transfer knowledge and share experience about the development of strategic development plans in other countries. The International Consultant will also meet, coach and provide trainings to senior parliamentary staff on strategic planning techniques and tools with a view to help create ownership of the process.

To achieve the stated objectives, the International Consultant will be responsible to:

- Conduct a desk review of the existing legal framework, policies and regulations related to the roles and responsibilities of the Parliament and national methodological requirements for strategic documents;
- Get acquainted with previous functional reviews and the Strategic Development Plan of the Parliament Secretariat for 2012-2014;
- Advise on specific methodological tools to be employed during the development process of SDP;
- Provide two half-day trainings to senior parliamentary staff on strategic planning techniques and tools;
- Assess the progress made by the Parliament in regards to implementation of the current SDP, evaluating the overall impact of the SDP on and its contribution to the development of the Parliament of Moldova;
- Identify and analyse the challenges and constraints which confronted the Parliament during the SDP implementation and drawing lessons learnt;
- Conduct interviews and consultative meetings with parliamentary stakeholders (MPs and parliamentary staff) to identify the results/benefits of the current SDP and the expectations for the new plan;

- Assess the current and future capacity needs of Parliament in order to articulate long and short term goals and priorities;
- Conduct strategic planning meetings and seminars with senior managers of the Parliament Secretariat to collect inputs for formulation of the new SDP for 2015-2018;
- Support the Parliament in developing the SDP containing detailed analysis of Parliament and a SWOT matrix;
- Mainstream gender equality principles throughout the process of SDP formulation and ensure that the new SDP represents a gender-sensitive policy document;
- Establish a monitoring progress and measuring performance system, that ensure the SDP results and Parliament's accountability;
- Provide advice for linking and coordinating the development of the SDP with ongoing work within the parliamentary support programme;
- Any other relevant tasks that may be assigned by the Speaker, Secretary General or Head of Strategic planning and internal audit unit;
- Undertake 2 missions to Chisinau, Moldova, according to the schedule:
 - 22 September – 3 October, 2014
 - 20 - 31 October, 2014

Deliverables and Timeframe:

1.	Inception Report developed and submitted for approval	12 September, 2014
2.	The Inception Report approved (including incorporation of comments from the Parliament and UNDP)	19 September, 2014
3.	Two half-day trainings on strategic planning techniques and tools for parliamentary staff provided	23 - 24 September, 2014
4.	A draft Report on the progress made by Parliament in implementing the current SDP developed and submitted for comments	10 October, 2014
5.	Prioritization seminars with parliamentary senior managers to collect inputs for formulation of the SDP conducted	24 October, 2014
6.	The draft Strategic Development Plan for 2015-2018 prepared and submitted for comments	31 October, 2014
7.	The final draft Strategic Development Plan for 2015-2018 developed and presented (incorporating the comments from the Parliament and UNDP)	7 November, 2014

Time frame and Institutional arrangements:

The timeframe for this assignment is planned tentatively through September – November, 2014. The consultancy should involve about 20 working days of work in Moldova. The remaining 5 working days are home-based. The Parliament will provide consultant with working space, access to Internet, a printer and a telephone line.

Management Arrangements:

The International Consultant will work under the guidance of UNDP and Parliament for substantive aspects of the assignment, and under the direct supervision of the Project Manager for administrative and financial aspects.

Financial arrangements:

Each candidate will be required to submit an aggregated financial offer (“aggregated financial offer” is the total sum of all financial claims of the candidate for accomplishment of the task), which includes proposed consultancy fee, travel costs, visa costs (if required), per diem (for accommodation, meals and local transport / communication). UNDP shall not accept travel costs exceeding those of an economy class ticket. The consultant will be provided with the necessary administrative and logistical support to enable them deliver on the expected outputs.

Payment will be disbursed in three installments upon submission, approval and certification by the Programme Manager that the services have been satisfactorily performed as follows: 1st installment at the rate of 20% of total amount after approval of deliverable No. 2, 2nd installment at the rate of 30% of total amount after the completion of the 1st mission to Moldova and 3rd installment after approval of deliverable No. 7.

Qualifications and skills required:Qualifications:

- Master's degree or equivalent in Political Sciences, Public Administration, International development or related fields; Bachelor's degree combined with 9 years of relevant professional experience in advising/implementing/developing strategic development plans would be considered as the equivalent to the Master's Degree;

Experience:

- A minimum of 7 years of relevant professional experience in advising/implementing/developing strategic development plans;
- Working experience in the field of democratic governance, public administration, development, including participatory strategic planning, monitoring and evaluation;
- Experience in developing Strategic Development Plans and/or other relevant strategic policy documents;
- Experience of coaching and conducting participatory trainings, workshops, and presentations on strategic planning;
- Experience in working with Parliament, Government and/or international organizations (successful experience in working with UN agencies is an asset);

Competencies:

- Sound knowledge about results-based management (especially results-oriented planning, monitoring and evaluation);
- Extensive research and analytical skills;
- Excellent writing and oral communication;
- Leadership skills and ability to work with teams;
- Knowledge of UN system and UNDP;
- Availability to work during the indicated /approved period;
- Fluency in English. Knowledge of Romanian and/or Russian will be an asset.

Skills:

- Computer literacy and ability to effectively use office technology equipment, IT tools.

Documents to be included when submitting the proposals:

Interested Individual Consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal: explaining why they are the most suitable for the work including past experience in similar Projects (please provide brief information on each of the above qualifications, item by item);
2. Financial proposal (in USD, specifying a total requested amount per day, including all related costs, e.g. fees, per diems, travel costs, phone calls etc.);
3. Dully completed and signed P11 Form, personal CV and at least 3 references.