



TERMS OF REFERENCE

Job title:	National Consultant/ Trainer on Management Skills
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:	15 working days
Starting date:	November, 2014

Objective of the assignment:

The expected output for the national consultant's assignment is to provide a training programme on management skills to the staff from the Secretariat of the Parliament of Moldova.

Background:

Professional management in the Parliament's Secretariat is essential for fulfilling the Secretariat's main duty, which is providing appropriate support to the Parliament, its structures and the individual Members of Parliament. In this context, professional management skills of senior managers are very important, in particular in a period when the Secretariat is modernizing its capacities. The UNDP Parliament Project provides capacity building support to the Parliament of Moldova in its policy formulation, monitoring and evaluation activities. Within this area Parliament employees receive on-the-job technical assistance as well as benefit from specially designed training programmes conducted by both local and international experts.

The Secretariat of Parliament has started a process of modernization of its capacities. Strategic priorities have been identified for updating and strengthening of work flow processes. In the same time, starting with next year the Secretariat of Parliament will be implementing a new Strategic Plan for 2015-2018. Senior managers have a leading and motivating role in this process. At this stage, strengthening their ability to engage and inspire others is crucial for achieving the expected results.

By organizing the management skills training, the UNDP Parliament project seeks to improve the capacities of Parliament of Moldova Secretariat senior managers, to ensure their successful engagement in the process of modernization of the Secretariat and to motivate staff in a changing work environment.

Scope of work and expected output:

The expected output for the national consultant's assignment is to design and deliver a two-day training program focusing on how to set priorities, delegate, motivate and develop people's capacities, coach them to become top performers and communicate objectives and goals.

To achieve the stated objectives, the national 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 of Moldova and the role and responsibilities of public managers;
- Provide a two-day training program on management skills;
- Develop the concept of the training and the teaching aids (including agenda, working methods and procedures, hand-out materials evaluation form);
- Provide presentations to the participants on:
 - Apply core management skills and techniques to deliver results
 - Enhance leadership ability by developing emotional intelligence
 - Communicate with, motivate and empower your team
 - Delegate work to individuals and teams
 - Develop a management vision for success
 - Developing a strategy to motivate your team
 - Scripting and applying your delegation approach
 - Mapping stakeholder environment to analyse interdependencies
 - Affecting behaviour with appropriate measures
 - Designing effective feedback techniques
- Have an interactive discussion with participants. Present different case studies;
- Formulate and submit to the Project the final report on the training.

Deliverables and Timeframe:

- | | |
|---|-----------------------|
| 1. Training program and Hand outs developed | 19 November, 2014 |
| 2. Two-day training program on management skills provided (max 15 participants) | 24-25 November, 2014* |
| 3. A training evaluation report developed | 28 November, 2014 |

*) The dates for providing trainings will be finally confirmed after the consultations with the Moldovan Parliament.

All communications and documentation related to design and delivery of training will be in Romanian. Training will be coordinated with UNDP Project Team and will be adjusted to Parliament's needs. The selected consultant will apply the "learning-by-doing" method employing the interactive style of training, including case studies.

The training will be implemented through a range of activities such as presentations, demonstrations, small group work, individual and group projects and assignments and self-paced work with teacher guidance.

Note: The consultant will not be responsible for the logistical organisation of the training and for the associated costs (training facility and equipment rental).

Time frame and Institutional arrangements:

The timeframe for this assignment is planned for November, 2014. The project will provide consultant with working space, access to Internet, a printer and a telephone line.

Management Arrangements:

The national 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 and travel costs. Payment will be disbursed in one instalment upon submission and approval of deliverables and certification by the Project Manager that the services have been satisfactorily performed.

Qualifications and skills required:

Qualifications:

- Bachelor's degree in Public Administration, Human Resources, Communications, Public relations and other related field;
- A minimum of 5 years of relevant professional experience in designing and conducting training courses on management, leadership or other appropriate field;

Experience and knowledge:

- Experience working with Parliament, Government and/or international organizations (successful experience in working with UN agencies is an asset);
- Knowledge of Moldovan policies and legal framework related to human resources management;

Competencies:

- Ability to analyse, plan, communicate effectively orally and in writing, draft report, organize and meet expected results, adapt to different environments (cultural, economic, political and social);
- Leadership skills and ability to work in team;
- Availability to work with UNDP and Parliament during the indicated /approved period;
- Fluency in Romanian. Knowledge of English and 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 (or personal CV) and at least 3 references.