



European Union High Level Policy Advice Mission to the Republic of Moldova

Terms of Reference Local expert to the Ministry of Economy

Background

The EU High Level Policy Advisory Mission (EU HLPAM) is a project financed by the European Union and implemented by the UNDP. The objective of the project is to support the Government to implement its EU-integration related reform Agenda and in particular to assist the government in developing the capacities required for the implementation of the Association Agreement, including the Deep and Comprehensive Free Trade Area, as well as the Visa Liberalisation Action Plan. Specifically, the project aims at strengthening the policy-making, strategic planning and policy management capacities of selected line Ministries and State Agencies involved in the implementation of the Association Agreement and Visa Liberalization and at enhancing stakeholders' knowledge and awareness of EU policies, legislation and regulations in sectors strategic to the implementation of the Association Agreement including the Deep and Comprehensive Free Trade Area, and to the implementation of visa liberalization.

EUHLPAM beneficiaries at this stage include: the Prime Minister's Office, Ministry of Internal Affairs, Ministry of Transport and Road Infrastructure, Ministry of Economy, Ministry of Education and Ministry of Finance. The main tasks of advisers are to provide policy advice to project beneficiaries in order to enhance their ability to design and implement their Europe Integration related reform agenda, as well as provide support on various reform and capacity building initiatives.

Clearly defined and well-designed business (administrative) processes are key efficiency and effectiveness of any organization. Further, clarity of business processes enables organizations to make full use of the possibilities provided by modern ICT systems - document and information management etc., also in public administration.

EUHLPAM project is seeking to engage the services of a short-term local expert on analyzing and reengineering (streamlining) of main business processes of the Ministry of Economy (MoE) to enable MoE to increase its operational efficiency and performance, and enable use of modern ICT systems and services. Main parts of the assignment would consist of detailed mapping and analysing of existing key business processes and designing optimal business processes on the basis of current practice, functions and objectives of the MoE in compliance with accountability and transparency requirements and best practice in public administration, in accordance with requirements set forth by policies and normative acts of the Republic of Moldova.

Position Title: Local expert to the Ministry of Economy

Duty Station: Chisinau, Republic of Moldova

Type of Contract: Individual Contract

Duration of the Contract: 25 September - 15 November (up to 30 work days)

Reporting to: EU High level Adviser to the Ministry of Economy and the EUHLPAM Project Manager





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Description of Responsibilities:

The local expert on reengineering MoE business processes will deliver a written report a) identifying and describing existing key business process of the Ministry of Economy (MoE), b) evaluating correspondence of current practice at MoE to best practice in public administration and contemporary management, as well as functions and objectives of the MoE in accordance with requirements set forth by policies and normative acts of the Republic of Moldova, including transparency and accountability requirements c) designing optimal business processes for the above purposes. The local expert will report primarily to the High Level Adviser to the Ministry of Economy and the EUHLPAM project manager.

Key Responsibilities:

- Detailed mapping existing key business process of the Ministry of Economy (MoE):
 - Identifying and describing main existing business processes at the MoE as is (based on initial analysis performed as a part of ICT Needs Assessment Project in April-May 2015)
 - Classifying / grouping business processes according to a relevant process analysis methodology (the purpose of this assignment is to focus on core business processes of the MoE relevant to performing it's mission and objectives)
- Evaluating current business processes at MoE:
 - Comparative analysis to best practice in public administration and contemporary management, where necessary providing case studies from other organizations and countries
 - Analysis of efficiency and effectiveness with regard to functions and objectives of the MoE, identification of bottlenecks and/or duplications, and potential for streamlining etc.
 - Assessing level of correspondence to requirements set forth by policies and normative acts of the Republic of Moldova to MoE in particular and central public administration bodies in general, including on transparency and accountability
- Designing (reengineering) optimal business processes for the needs of MoE
 - Outlining of optimal design of business processes for all core business processes and other vital processes at the MoE
 - Describing required administrative steps to be taken to implement the changes in business processes
 - Drafting necessary amendments to MoE internal regulations to create normative base for enforcing reengineered business processes

NB: It is crucial that the above analysis and reengineering process is performed on the basis of proven methodology based on international standards and best practice of management of central public administration bodies.





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The above responsibilities will be carried out through but not limited to:

- 1) Analysis of publicly available information and previous aggregate materials provided by Moldovan state agencies (e.g. ministries) and development assistance providers (e.g. World Bank)
- 2) Utilizing findings of the ICT Needs Assessment performed by EUHLPAM local consultant in Spring 2015
- 3) Interviews with relevant staff MoE and other stakeholders - public officials, employees of development assistance providers
- 4) Analysis of best practices in organizing business processes in central public administration in Moldova and elsewhere
- 5) Consulting with relevant public administration bodies (e.g. State Chancellery)
- 6) Coordination of activities with EUHLPAM Adviser to Ministry of Economy

Deliverables, activities, and milestones shall follow this tentative schedule:

Deliverable/milestone	Indicative timeframe
1. Identifying, describing and classifying existing business processes	7 days, 2 weeks from the start
2. Evaluation and analysis of existing processes	6 days, 4 weeks from start
3. Designing and describing optimal (reengineered) processes	7 days, 6 weeks from start
4. Drafting final report and amendments to MoE internal normative acts	10 days, 8 weeks from the start

The local expert is required to operate according to the Mission's Code of Conduct, which constitutes an integral part of the contract, and a prioritised work plan agreed with the adviser to Ministry of Economy and the project manager.

Qualifications and skills:

I. Academic Qualifications:

- A Masters' Degree in Business Administration, Public Administration, IT system management, engineering or other area relevant to the assignment. A Bachelor's Degree in the same areas combined with at least 7 years of experience in the sector will serve in lieu of a Master's Degree.

II. Years of experience:

- Preferably 7 years of professional experience in working with management systems and management consulting, with specific (proven) focus on businesses processes analysis and reengineering;
- At least 5 years of relevant professional experience in management consulting, including proven specific experience with businesses processes analysis and reengineering;



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- At least 5 years of professional experience linked to the provision of services to public administration in Moldova focusing on operational efficiency and improving management systems and business processes, e.g. process mapping and reengineering, functional audit, ICT audit and process design etc.;
- Experience working with internationally accepted industry standards of management systems would be an advantage;
- Work experience with management consulting in an international business entity would be an advantage;
- Experience with donor funded programs/projects UN, World Bank, USAID and similar procurement procedures and standard bidding documents would be an advantage.

III. Competencies:

- Excellent communication skills;
- Proven report writing skills;
- Excellent analytical capabilities ;
- Extensive knowledge of management systems, business modelling and planning methodologies, business processes analysis, familiarity with solutions for improving operational systems of organizations;
- Familiarity with specifics of business processes in public administration bodies;
- Excellent understanding of the regulatory documents in the field;
- Fluency in written and spoken English;
- Fluency in Romanian and Russian languages;
- Proven commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

Documents to be included when submitting the proposals:

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

1. Proposal: a) explaining why they are the most suitable for the work and providing a brief methodology on how they will approach and conduct the work; b) sufficiently detailed description of proven track record of similar assignments (Terms of References, reports, assessments), specifically providing reference to and examples of projects related to business processes analysis and reengineering and 3) information testifying to availability of required competencies
2. Financial proposal;
3. Personal CV including past experience in similar assignments, the duly filled Personal History Form (P11) and at least 3 names for a reference check.

