



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: **11 September 2015**

**Country:** Republic of Moldova

**Description of the assignment:** Local Expert to the Ministry of Economy

**Project name:** European Union High Level Policy Advice Mission to the Republic of Moldova

**Period of assignment/services:** 25 September - 15 November (up to 30 work days)

Proposals should be submitted online by pressing the "Apply Now" button no later than [20 September 2015](#)

Requests for **clarification only** must be sent by standard electronic communication to the following e-mail: [alexandru.stratulat@euhelpam.org](mailto:alexandru.stratulat@euhelpam.org) . UNDP will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all applicants.

### 1. 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.

## **2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

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.

For detailed information on assignment, deliverables, activities, and milestones please refer to Annex 1 - Terms of Reference.

## **3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

### 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;
- 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.

## **4. 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 projects, the duly filled Personal History Form (P11) and at least 3 references.

## **5. FINANCIAL PROPOSAL**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

### **Travel**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those

of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## 6. EVALUATION

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

- 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;
- At least 5 years of relevant professional experience in management consulting, including proven specific experience with businesses processes analysis and reengineering.

The short-listed individual consultants will be further evaluated based on the following methodology:

### Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight - 60% (300 pts);

\* Financial Criteria weight - 40% (200 pts).

Only candidates obtaining a minimum of 210 points would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
<b><u>Technical</u></b>		
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	(Master's or Bachelor's + 7 years of experience - 20 pts; PhD - 25 pts., max. 25)	25
Preferably 7 years of professional experience in working with management systems and management consulting, with specific (proven) focus on businesses processes analysis and	(<7 years - 25 pts; 10 years - 30 pts; one point for each additional year - max. 35)	35

reengineering		
At least 5 years of relevant professional experience in management consulting, including proven specific experience with businesses processes analysis and reengineering	(5 years - <20 pts; one point for each additional year - max. 30)	30
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.	(5 years - <20 pts; one point for each additional year - max. 25)	25
Experience working with internationally accepted industry standards of management systems would be an advantage	(limited - 10 pts, satisfactory - 15 pts, extensive - 20 pts; max. 20)	20
Work experience with management consulting in an international business entity would be an advantage	(limited - 10 pts, satisfactory - 15 pts, extensive - 20 pts; max. 20)	20
Experience with donor funded programs/projects UN, World Bank, USAID and similar procurement procedures and standard bidding documents would be an advantage.	(limited - 10 pts, satisfactory - 15 pts, extensive - 20 pts; max. 20)	20
Excellent communication skills	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Proven report writing skills	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Excellent analytical capabilities	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Extensive knowledge of management systems, business modelling and planning methodologies, business processes analysis, familiarity with solutions for improving operational systems of organizations	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Familiarity with specifics of business processes in public administration bodies	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Excellent understanding of the regulatory documents in the field	(limited - 7 pts, satisfactory - 10 pts, extensive - 15 pts; max. 15)	15
Fluency in written and spoken English	(limited - 7 pts, satisfactory	15

	- 10 pts, extensive - 15 pts; max. 15)	
Fluency in Romanian and Russian languages	(Romanian - 10 pts; Russian - 10 pts; max. 20)	20
<b>Maximum Total Technical Scoring</b>		<b>300</b>
<b><u>Financial</u></b>		
Evaluation of submitted financial offers will be done based on the following formula: <b><math>S = F_{min} / F * 200</math></b> S - score received on financial evaluation; Fmin - the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; F - financial offer under consideration.		<b>200</b>

#### Winning candidate

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).

#### **ANNEXES:**

**ANNEX 1 - TERMS OF REFERENCES (TOR)**

**ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**