

**TERMS OF REFERENCE**

<b>Job title:</b>	National consultant on change management
<b>Duty station:</b>	Chisinau, Moldova
<b>Reference to the project:</b>	"Strengthening Parliamentary Governance in Moldova"
<b>Contract type:</b>	Individual Contract (IC)
<b>Expected duration of the assignment:</b>	12 months, full time assignment (June 2017 – May 2018)
<b>Starting date:</b>	June, 2017

**Job content****1. Background**

The UNDP project "Strengthening Parliamentary Governance in Moldova" (SPGM) is a multi-year institutional development project designed to address the main needs of the Parliament of Moldova in the areas of legislation making, oversight and representation during the on-going process of domestic reform spurred by closer relations with the EU. The project is also assisting in making the Parliament's legislative activity more open, transparent and participatory through establishing tools and mechanisms for the engagement with the Civil Society, professional associations and general public. Project interventions will offer and encourage equal opportunity for male and female participation.

Post-2015 development agenda, as embedded in the Sustainable Development Goals (SDGs), provides an effective mechanism for the Parliament oversight of the reform process in the country. SDGs provide a new set of targets for development that may be adjusted to the country. The Executive is currently working to develop a new national long-term strategic planning framework of the Republic of Moldova up to 2030. Since Parliament is a powerful agent of change through its law-making, budgeting, and oversight functions, MPs shall play a vital role in monitoring the implementation of the SDGs, based upon the established indicators.

To enable the Parliament adopt the culture of openness, enhance the transparency of parliamentary information and access to such data, with the Project's support the existing transparency, accessibility and accountability practices within the Parliament of Moldova have been reviewed in 2016. It was concluded that in order to ensure that the Parliament works as a representative, transparent, accessible, accountable and effective institution, an Open Parliament Action Plan should be developed to address transparency and identify a number of strategic and operational barriers to achieve the parliamentary openness.

Since the start of the new parliamentary term, the Parliament has demonstrated commitment to make the work of committees more effective, and in addition to modernise the support systems in Parliament, including the ICT structure and Secretariat services to ensure transparency of committees' work. The areas identified are in line with earlier assessments conducted by UNDP, as well as the findings and recommendations of the Functional Analyses of the Parliament Secretariat conducted in 2016. The analysis provided a number of recommendations which aim to improve the support offered to the MPs and to the Parliament's working bodies, enhancing the inter-departmental relations and working procedures leading to a more coordinated and effective activity of the Secretariat.

Over the past years, the Secretariat has made significant steps to modernize the services provided to Members of Parliament (MPs). With the assistance of the UNDP Project "Strengthening Parliamentary Governance in Moldova", the Secretariat is implementing its second Strategic Development Plan 2017-19. This plan is guiding the Secretariat in addressing challenges, opportunities and risks in the work of the Secretariat of Parliament. To better perform the above noted, the Cabinet of the Speaker and the Speaker require substantive support to move forward with the changes in the

institution aiming to professionalise and modernise Parliament's management, structure and services, in line with the recommendations of the Functional Analyses.

In this context, the SPGM project is seeking to hire a full-time qualified consultant to provide professional advice and guidance to the Speaker's Office on how to manage the institutional reform including the cross-departmental working processes that need to be put in place to ensure the smooth transition from the current situation to a more efficient and effective Service. Additionally, the consultant is expected to observe and ensure that the change process is in line with the international parliamentary standards related to transparency and accountability, as well as complies with the SDGs nationalisation requirements.

## **2. Objective and expected outputs**

The overall objective of this consultancy is to provide high level expertise and support to Parliament's senior management on elements of change management in the process of modernisation of the Parliament's support services, establishing in the Parliament a foreign assistance coordination mechanism and the oversight of the implementation of Secretariat's Strategic Development Plan for 2017-2019. The Consultant is expected to contribute high-quality outputs, individually or in conjunction with other team members, by providing quality services and advice, including leading and/or supporting Parliament's senior management's change management exercises related to strategic positioning and functional alignment.

Expected results:

- Recommendations of the Functional Analyses and other strategic documents of Parliament and the Secretariat are successfully implemented;
- Declaration of Parliamentary Openness and Parliamentary Openness Action Plan developed and coordinated;
- The role of the Parliament in the process of nationalisation of SDGs is enhanced and engagement is facilitated;
- Substantive and analytical support in strategic planning and modernization of support services within the Parliament and its working bodies;
- Substantive and analytical support in setting up a foreign assistance coordination mechanism and monitoring of implementation of foreign assistance offered to the Parliament;
- Support to the Speaker of Parliament to oversee the implementation of the Secretariat's Strategic Development Program for 2017-2019.

In order to achieve the stated objective, the Consultant will have the following responsibilities:

1. Prepare a detailed work plan to be applied for the respective assignment:
  - 1.1 Undertake a comprehensive desk review of the national legal framework, relevant studies, researches, reports, EU/international best practices in change management and institutional reform, especially in a political sensitive environment;
  - 1.2 Get acquainted with the Report on Functional and Institutional Analysis of the Secretariat of the Parliament (2016) and the Strategic Development Program of the Secretariat for 2017-2019;
  - 1.3 Analyse all the Strategic development documents recently drafted/adopted by the Parliament and get acquainted with the proposed recommendations in different areas of activity of the Parliament and Secretariat.
2. Facilitate implementation of the recommendations of the Functional Analyses and other strategic documents of Parliament and the Secretariat:
  - 2.1 Conduct a situational analysis of the current situation regarding the level of implementation of the recommendations deriving from the Functional Analysis of the Secretariat;
  - 2.2 Building on the priorities defined in the Strategic Development Program of the Secretariat, advise the Parliament's senior management on possible management response for a more effective implementation of key recommendations from the Functional Analysis and other strategic documents;
  - 2.3 Monitor and ensure regular involvement of the PRM Secretariat's relevant staff in the process of implementation of relevant priorities previously accepted by the Parliament;
  - 2.4 Analyse critical planning and implementation bottlenecks of a significant impact on the implementation and provide advice to the Senior Management on actions to be taken for a better implementation process;
  - 2.5 Provide expert advice to the Parliament's senior management in the process of drafting of the Declaration of Parliamentary Openness and Parliamentary Openness Action Plan;
  - 2.6 Coordinate at the level of Parliament the process of nationalisation of SDGs. Facilitate Parliament's engagement in the consultative process around National Development Strategy Moldova 2030.
3. Substantive and analytical support in strategic planning and modernization of support services within the Parliament and its working bodies:

- 3.1 Advise the Speaker's office on the strategic planning initiatives and provide technical and policy advice on all aspects of the strategic planning;
- 3.2 Advice on the alignment of office/unit functions, structure and services with the overall strategy, positioning and resource outlook;
- 3.3 Provide change implementation advice considering resistance to change, incentives for cross-cutting collaboration, implementation project management realities, etc.;
- 3.4 Advice on support options in order to empower staff members and reinforce more effective leadership and management practices;
- 3.5 Codify the best practices to be incorporated into Standard Operating Procedures on strategic planning and management;
- 3.6 Take the lead in consulting Parliament working bodies and relevant Secretariat units on the new internal structure and organogram of the Secretariat drawing up contributions to these documents;
- 3.7 Formulate proposals for the revision of internal procedures necessary for effective coordination of the allocation of resources for the implementation of key priorities of change;
- 3.8 Elaborate briefing notes and other necessary supporting materials for the meetings of the Speaker with representatives of the Government or donor organizations on matters related to the Strategic planning and the Secretariat reform processes;
- 3.9 Provide technical support to the Speaker's office to oversee the implementation of Secretariat's Strategic Development Program and inform periodically the Speaker about the implementation process, deficiencies in the implementation and possible solutions to overcome them;
- 3.10 Ensure a good coordination with and provide high level advice to the Secretary General of the Parliament regarding the implementation of the Strategic Development Program 2017-2019;
- 3.11 Attend consultation, reporting and planning meetings of the Secretariat related to SDP implementation process and make necessary contributions on behalf of the Speaker when authorized to do so;
- 3.12 In collaboration with the responsible unit from the Secretariat, contribute to the development of a sound monitoring and reporting system on SDP implementation, and training of the relevant Secretariat staff in monitoring and reporting processes.
4. Support in establishment of foreign assistance coordination mechanism and monitoring the implementation of foreign assistance offered to the Parliament:
  - 4.1 Provide advice and technical support for the establishment of a well-functioning mechanism for foreign aid coordination at the level of Parliament;
  - 4.2 Support the identification of various opportunities for joint strategies of foreign assistance providers in order to maximize the efforts in the implementation of Parliament's priorities;
5. Implement other relevant tasks, as required by the Speaker of the Parliament.

### 3. Deliverables and Timeframe

No.	Deliverables	Tentative timeframe/deadline
1	A detailed Inception Report developed	Two weeks from the signing of contract date
2	Analysis of the current situation regarding the level of implementation of the recommendations deriving from the Functional Analysis of the Secretariat developed.	By 28 July, 2017
	Critical planning and implementation bottlenecks identified. Management response prepared.	During the contracting period.
3	A roadmap for the implementation of Sustainable Development Goals within the Parliament developed and support for roadmap implementation provided. Support for implementation of Roadmap will be provided during the contracting period.	By 28 July, 2017
4	A draft Declaration of Parliamentary Openness and Parliamentary Openness Action Plan developed	By 21 September, 2017
5	A roadmap containing specific actions, deadlines and responsible units for the finalization of the Secretariat's organizational reform process developed. Support for implementation of Roadmap will be provided during the contracting period.	By 29 September, 2017
6	A mechanism for internal coordination and implementation of the Roadmap on the Secretariat's reform developed.	By 30 October, 2017
7	A mechanism for better resources allocation to the strategic priorities developed.	
8	Recommendations for strengthening of monitoring and reporting mechanism within the Secretariat of Parliament provided	

9	Concept Note on the mechanism for coordination of foreign assistance developed	By 10 November, 2017
10	Proposals for a new institutional structure (organogram) of Secretariat of Parliament presented	By 17 November, 2017
11	Two trainings provided for parliamentary staff on issues related to strategic planning and evaluation of public policies	By 15 December, 2017*
12	Two meetings of the foreign assistance Council organized	
13	Briefing notes elaborated and roundtable discussions and consultations on the issues related to SDP implementation organized	By 18 May, 2018
14	Final report on the assignment with mission findings and recommendations developed	Two weeks before the end of contract date

\*The exact date and time will be confirmed after the consultation with the Moldovan Parliament

All communications and documentation related to the assignment will be in Romanian and English if needed. The consultant will prepare monthly activity reports in Romanian to be submitted for review to the Speaker of the Parliament. The Parliament will provide the consultant with the working space, access to Parliament's premises, access to Internet, printer and telephone line.

The timeframe for the work of the Consultant is tentatively planned through June 2017 – May 2018. Consultant is expected to work full time on an agreed in advance schedule.

#### **Management Arrangements:**

The assignment shall be performed in close cooperation with the Parliament representative and UNDP Parliament Specialist for substantive aspects of the assignment and under the direct supervision of the UNDP Project Manager for administrative aspects. The consultant will work closely with the Speaker of Parliament, his cabinet and the Secretariat's staff. Deliverables of the Consultant will be approved by the Speaker of the Parliament.

#### **4. Qualifications and skills required:**

##### Educational background:

- Master's Degree (or 5 years university degree) in Political Science, Public Administration or similar disciplines.

##### Working experience:

- At least 7 years of working experience in the field of public administration reform, strategic planning, public policy analysis, monitoring and implementation or change management within a public organization;
- At least 5 years of working experience in managing projects within the public sector;
- Experience of advisory work on parliamentary or government development is a strong advantage;
- Experience with resource mobilization and donor coordination will be a strong asset;
- Experience in conducting participatory trainings, workshops, and presentations will represent an asset.

##### Competences:

- Knowledge of Moldovan civil service system specifics will be a strong asset;
- Demonstrated track record of strategic planning and policy analysis;
- Proven track record in working effectively within multidisciplinary teams;
- Knowledge of modern organizational theory and practice with regard to the public sector;
- Ability to mentor staff and facilitate learning by doing;
- Ability to analyse, plan, communicate effectively orally and in writing, draft reports, organize and meet expected results, provide strategic advice in her/his area of expertise, adapt to different environments (cultural, economic, political and social);
- Ability to implement new systems and affect staff behavioural / attitudinal change;
- Fluency in Romanian. Knowledge of English and Russian will be an asset.

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.

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.

#### **5. Documents to be included when submitting the proposals:**

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

1. Methodological Proposal that should contain:
  - i. A brief methodology on how they will approach and conduct the assignment.
  - ii. Explain why they are the most suitable for the work including experience in similar assignments and the relation to the above-required qualifications.
2. Financial proposal (in USD), specifying a fee per day and total requested amount including all related costs, e.g. fees, per diems, travel costs, phone calls etc.;
3. Duly filled in and signed Personal History Form (P11) and at least 3 names for a reference check.