



UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE/SERVICE CONTRACT

I. Job Information:

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| Job Title: | International Consultant/Master Coach on Business Process Re-engineering |
| Type of contract: | IC |
| Project Title/Department: | Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan |
| Duration of the assignment: | 60 working days within 13 months (December 2021 – December 2022) |
| Assignment location: | Home based with 7 visits to Uzbekistan for 4 w/days |
| Expected places of travel: | Tashkent city and pilot regions |
| Work status (full time / part time): | Part-time |
| Reports To: | Project Manager |

II. Background

"Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan" is a joint project of the Ministry of Justice of the Republic of Uzbekistan and the United Nations Development Programme (UNDP), funded by the European Union. The overall goal of the project is to improve the quality of life of vulnerable sectors of the population in rural areas – such as women, youth and children, the elderly and people with disabilities – by enhancing their access to public services, and the quality of their provision. Equally, the project aims to strengthen citizen participation in the decision-making processes at the local level and increase their access to information, effectively increasing the transparency of the local governance system.

Project efforts on BPR implementation during 2020 – 2021 years have achieved essential progress. To be more detailed, there were conducted competence needs assessment among PSA & selected back-office organizations and based on findings developed BPR Manual, organized certified accredited ToT training on BPR in Turkey and several BPR introduction trainings in Tashkent for PSA & back-office organizations. Finally, there have been practically applied BPR tool in practice for 3 public services in 2020 year and 17 public services in 2021 year by International company PwC and local company ERGO ANALYTICS for the most demanded public services in sphere of construction, Cadaster, social field and nostrification. Next stage of this work is to apply BPR tool by PSA personnel for the selected at least 2 public services which will be logical step forward in improvement competencies of the PSA and back-office organizations staff.

This is directly corresponding to the Activity 3.2, a functional analysis combined with a business process re-engineering exercise will be implemented in seven pilot regions to streamline at least ten public services per year delivered through the PSCs and improve efficiency and effectiveness of the BPR tool in Uzbekistan.

In this regard the Project is planning to hire the Master Coach on Business Process Re-engineering (BPR) who will provide practical guidance to PSA and IPSD team on BPR tool implementation for the public services and all the project initiatives related to the capacity building activities of government officials in BPR initiatives and knowledge transfer in Uzbekistan.

III. Description of Responsibilities

Under the overall guidance of the Project Manager, and direct supervision of the Task Manager on Public Service Delivery and Business Process Re-engineering (BPR) the Master Coach on BPR will perform the below given functions and tasks:

A. Transfer of knowledge and advance experience on BPR to the PSA, back-office organizations, IPSD project team and its partners and beneficiaries:

1. Provide coaching practical guidance to the BPR team of the PSA and back-office organizations and IPSD team for the public services.
2. Facilitate and moderate all steps of BPR application to the public services.
3. Ensure that all steps of BPR tool are implemented in a full and in a reliable quality.
4. Bring the most relevant international experience to ensure the efficient implementation of BPR in the public service delivery process.
5. Provide clear strategies and policies to ensure that this BPR experience is adopted in the most relevant way by PSA and back-office institutions.
6. Provide coaching practical experience on Quality System Management (QMS) application to the public services.
7. Facilitate and conduct on job training sessions to the BPR & QMS teams and share BPR best practices cases with relative personnel of PSA, back-office organizations and IPSD Team.
8. Advise the government in designing systems for expanding experiences, lessons learned and know-how implementation of BPR initiatives.
9. Present the results and key findings to Project team, stakeholders, and national partners.

B. Strategic guidance and technical advice on implementation of Capacity Building of government officials for BPR initiatives in public service delivery:

1. Provide policy and programming advice to the PSA and project team, as well as project partners and beneficiary regarding effective capacity building of government officials in BPR for improvement of the quality, transparency, and simplicity of public services.
2. Prepare and present international best practice cases in the use of BPR for public service delivery.
3. Provide advice on innovative BPR tool applicable for the improvement of the delivery of public services in Uzbekistan.
4. Prepare a report with recommendations to the government for scaling up the BPR and QMS models to improve the quality of public services delivery.
5. Assist to prepare long term Road Map on application of BPR and QMS tools to the public services in Uzbekistan
6. Other tasks and requests regarding BPR of the public services delivery for the IPSD project team and national partners.

IV. Timeframe and fees

The following deliverables and indicative schedule are expected from the consultant. The exact dates of beginning and completion stages as well as scope of works for each phase can be corrected by Project Manager based on reasonable justification by the Consultant. The project reserves the right, if necessary, to amend the terms of reference of the Consultant on a written agreement. The final schedule will be agreed in the beginning of the consultancy assignment. All deliverables should be submitted to the project by the Consultant in English in e-versions and then approved by Project Manager and UNDP GGC.

| # | Deliverables | Timeframe | Payment |
|---|---|--------------------|---------|
| 1 | Report on job training in application BPR and QMS tools and set of recommendations to improve public service delivery process in Uzbekistan (two visits to Uzbekistan for coaching) | March 30, 2022 | 20% |
| 2 | Report on coaching, facilitating and moderating practical guidance for QMS application for the at least five selected public services (two visits to Uzbekistan for coaching) | June 15, 2022 | 25% |
| 3 | Report on coaching, facilitating and moderating practical guidance for BPR application for the one selected public service (two visits to Uzbekistan for coaching) | September 15, 2022 | 25% |
| 4 | Final report that includes: <ul style="list-style-type: none"> - Coaching, facilitating and moderating practical guidance for BPR application for the one selected public service - Road Map on application of BPR and QMS tools to the public services for 2023 - 2028 years - Presentation of the coaching experiences in BPR & QMS and summary of Road Map at round table (one visit to Uzbekistan) | November 30, 2022 | 30% |

This is a lump sum contract that should include costs of consultancy and other costs required to produce the above deliverables. Payment will be released in 4 (four) instalments (15%, 25%, 25% and 35%) upon the timely submissions of the above-mentioned deliverables respectively, and their acceptance by the Project Manager and UNDP GGC.

| V. Qualification Requirements | |
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| Education: | Master's Degree in Management, Political Science, Public Administration, International Relations, IT, Economics, Social Sciences, Administration, Law, or related fields. |
| Experience: | <ul style="list-style-type: none"> – At least overall 5 years of relevant professional experience performing a similar technical assistance role on BPR for government and private companies. – At least 3 years' experience of coaching, facilitating and moderating experience in the sphere of BPR – Working at the government and international organizations, good understanding of public service delivery process – Experience of development manual, guide, or instructions – Experience with training and development in challenging and transitional environments. |
| Language requirements: | Fluency in written and spoken English. Knowledge of Russian would be an advantage. |
| Others: | <ul style="list-style-type: none"> – Excellent analytical and interpersonal skills including oral and written communication. – Strong research, data analysis and reporting skills. – Solid knowledge of modern business processes modeling notations. |

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| | <ul style="list-style-type: none"> – Demonstrated programme management skills including results-based orientation, preparation of work plans, monitoring and evaluation and leading cross-cultural teams. – Previous experience working in transition environments would be an advantage. – Previous experience in performing a similar role in UNDP would be an advantage. | |
| Mode of Assessment: | For shortlisted candidates: desk review of proposal (letter of interest, CV and brief methodology) and financial offer. | |
| UNDP is an equal opportunity employer. Qualified female candidates, people with disabilities, and minorities are highly encouraged to apply. | | |
| VI. Signatures-Post Description Certification | | |
| Incumbent <i>(if applicable)</i> | | |
| Name | Signature | Date |
| Supervisor | | |
| Abror Khodjaev, Project Manager | Signature | Date |