



UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE/SERVICE CONTRACT

I. Job Information:

Job Title:	International Consultant on Business Process Re-engineering Capacity Building
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 7 months (December 2020 – June 2021)
Assignment location:	Home based with 2 visits to Uzbekistan for 12 w/days
Expected places of travel:	Tashkent city
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.

Within the Activity 3.2, a functional analysis combined with a business process re-engineering exercise will be implemented in five pilot regions to streamline at least ten public services delivered through the PSCs. The selection of the ten services will be based upon the results of the preceding activity 3.1 - Assessment of demand for most popular public services). Potential services to be included are expected to be those associated with title change and registration of land (cadaster), citizen registration for unemployment and benefits associated with unemployment, etc. The focus will be on so called composite public services, which are linked to life events. For example, public services related to birth of a child include applying for birth certificate, registering at family clinic, applying for social allowance, address registration, applying to kindergarten, and so on.

The International Consultant on Business Process Re-engineering (BPR) Capacity Building will provide strategic guidance on implementation of all the project initiatives related to the capacity building activities of government officials in BPR initiatives and knowledge transfer in public services delivery in Uzbekistan.

Under the direct supervision of the Project Manager, and guidance of Project Coordinator and Task Manager on Public Service Delivery and Business Process Re-engineering (BPR) the International Consultant on BPR Capacity Building will perform the below given duties and responsibilities.

III. Description of Responsibilities

Summary of key functions:

- Transfer of knowledge and advance experience on BPR to project partners and beneficiaries;

- Strategic guidance and technical advice on implementation of Capacity Building of government officials for BPR initiatives in public service delivery;

Activities/Tasks:

A. Knowledge and experience transfer:

- Conduct an assessment regarding BPR capacity building needs of the project partners/stakeholders in Uzbekistan
- Review and analyze the national and project BPR experience for the efficient implementation of BPR in public service delivery;
- Review and bring the most relevant international experience to ensure the efficient implementation of BPR in public service delivery;
- Provide clear strategies and policies to ensure that this experience is adopted in the most relevant way;
- Develop a **manual** for the government officials to improve the efficiency and effectiveness in the use of BPR for the optimization of the public service delivery
- Facilitate the national, regional and international transfer of know-how and experiences in the area of implementation of BPR mechanisms in public service delivery;
- Facilitate and conduct a one-day **training session** (learning hour) for the UNDP Uzbekistan project staff on BPR and share best practices cases from the private and public sectors.
- Develop a 3-hour **online training module** for government officials on BPR in public service delivery. The module will be presented on the e-learning system and will include the educational content (learning program, goals, scenario, results, handouts and presentation), the intermediate and final tests, and the certificate of completion.
- Advise the government in designing systems for expanding experiences, lessons learned and know-how implementation of BPR initiatives;
- Conduct a **3-days in person training** on BPR for government officials;
- Present the results and key findings to Project team, stakeholders and national partners.

B. Strategic guidance and technical advice on implementation of BPR tool in public service delivery:

- Provide policy and **programming advice** to the Project team, as well as national counterparts (Upon request) regarding effective capacity building of government officials in BPR for improvement of the quality, transparency and simplicity of public services;
- Prepare and **present international best practice cases** in the use of BPR for public service delivery;
- Provide **advice** on innovative BPR tool applicable for the improvement of the delivery of public services in Uzbekistan;
- Prepare TOR for a **study tour to the EU**, during which government participants will learn about successful BPR cases, and recommend the locations to visit;
- Prepare a **report with recommendations to the government** for scaling up the BPR model to improve the quality of public services delivery.
- 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	Capacity needs assessment report for BPR in public service delivery in Uzbekistan prepared and accepted by Supervisor	February 1	50%
2	Developed manual for government officials on effective and efficient usage of BPR in public service delivery prepared and accepted by Supervisor	March 10	
3	Developed online training module (3 hour) for the government officials on BPR tools in public service delivery prepared and accepted by Supervisor	April 10	
4	Report on conducted 3 days training session for the 12-15 government officials and learning hour for the UNDP Uzbekistan projects on BPR tool, best practice cases of its usage in government and private sectors with the focus to the public service delivery prepared and accepted by Supervisor	May 15	50%
5	Final report with recommendations of the 3 international institutions with best training courses on BPR training and concept note of study tour to learn up practical implementation of BPR mechanisms of one of EU countries prepared and accepted by Supervisor	June 15	

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 2 (two) instalments (50% and 50%) upon the timely submissions of the above-mentioned deliverables respectively, and their acceptance by the Project Manager and UNDP GGC.

V. Qualification Requirements

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 in government and private companies and from this minimum 3 years in public service with application of BPR; – Experience of working at the government and international organizations, good understanding of public private partnerships, – 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; – 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