



UNITED NATIONS DEVELOPMENT PROGRAMME
TERMS OF REFERENCE/SERVICE CONTRACT

I. Job Information:

Job Title:	International Consultant on Capacity Building in Functional Review
Type of contract:	IC
Project Title/Department:	Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan
Duration of the assignment:	80 working days (November 2021 – December 2022)
Assignment location:	Home based with 3 visits to Uzbekistan for at least 5 w/days each
Expected places of travel:	Tashkent city and pilot regions
Work status (full time / part time):	Part-time
Reports To:	Project Manager

II. Background

UNDP “Improved Public Service Delivery and Enhanced Governance in Rural Uzbekistan” project aims to enhance the capacity of government agencies for improved public service delivery by expanding accessibility to public services, integrating service delivery systems and decentralizing their access; as well as by enabling the necessary mechanisms to support these changes and ensuring their sustainability.

By improving delivery of public services, the project will contribute to improving 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 by increasing the quality of service delivery. This project also aims to strengthen citizen participation through a variety of outreach and social accountability mechanisms that enhance people’s voice in decision-making processes and increase their access to information; effectively increasing the transparency of Uzbekistan’s local governance system.

The project objectives are congruent with government policy demands in designing and implementing initiatives that would foster institutional effectiveness, transparency and participation and change management. Thus, project objectives are clearly linked with the country’s reform aspirations and strategies.

The project has organized the functional review of: 1) khokimiyats; 2) preschool education departments; 3) drinking water supply departments (Suvoqava) in five pilot districts. Some proposals resulting from the functional analysis of khokimiyats were discussed during a meeting at the Ministry of Economic Development and Poverty Reduction and were integrated in the draft Government resolution on new structure of district khokimiyats. An article about the functional analysis of khokimiyats was published in the magazine “Economic review”.

The FR of other institutions (back offices) continues. The Public Services Agency, the Cadaster Agency under the Tax Committee and the Ministry of Construction have been selected as target institutions for the on-going FR.

The International Consultant on will provide strategic guidance on implementation of all the project initiatives related to the capacity building activities of government officials in FR initiatives and knowledge transfer in public services delivery in Uzbekistan.

Under the direct supervision of the Project Manager, and guidance of Task Manager on Local Governance and Task Manager Public Service Delivery and Business Process Re-engineering the International Consultant will perform the below given duties and responsibilities.

III. Description of Responsibilities

Summary of key functions:

- Transfer of knowledge and advance experience on FR to project partners and beneficiaries.
- Strategic guidance and technical advice on implementation of Capacity Building of government officials for FR initiatives and BPR tool.

Activities/Tasks:

A. Knowledge and experience transfer.

- Conduct an assessment regarding FR capacity building needs of the PSA, back-office organizations and central and local government in Uzbekistan and discuss on webinars.
- Review and analyze the national and project FR experience for the efficient implementation of FR.
- Review and bring the most relevant international experience with at least 5 countries (at least 3 EU and 2 worldwide) to ensure the efficient implementation of FR.
- Develop a manual on FR for ministries and agencies; and for khokimiyats and Councils of people's deputies (Kengashes) for the optimization of the functions and structure.
- Facilitate the national, regional, and international transfer of know-how and experiences in the area of implementation of FR mechanisms.
- Prepare TOR and facilitate of organization of a study tour to EU countries, during which central and local government participants will learn leading FR practices with link to BPR cases and recommend the locations to visit.
- Develop an online training course (one online course consists from at least 5 modules, for approximately 5 weeks) for central and local government officials on FR. The course will be presented on the e-learning system and will include the educational content (goal, syllabus, video and audio materials, presentations, case studies, practical exercises, etc), 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 FR and BPR initiatives.
- Conduct a 3-days in person trainings on FR for PSA and back-office organizations (ministries and agencies).
- Conduct a 3-days in person trainings on FR for local government officials (khokimiyats and Kengashes).
- Present the results and key findings to Project team, stakeholders, and national partners.

B. Strategic guidance and technical advice on implementation of FR tool.

- Provide policy and programming advice to the Project team, as well as national counterparts upon request) regarding effective capacity building of central and local government officials in FR for better implementation of functions and optimization of structure.
- Prepare and present international best practice cases in the use of FR and BPR.
- Provide advice on innovative FR and BPR tools applicable in Uzbekistan.
- Prepare a Concept note and facilitate of organization of certified training course on FR of well-known international companies) for representatives of national partners - ministries and agencies; khokimiyats and Councils of people's deputies (Kengashes).

- Prepare a report with recommendations to the government for scaling up the FR model to improve the functions and organizational structure.
- Other tasks and requests regarding FR and BPR 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.	<ul style="list-style-type: none"> • National partners capacity needs assessment report for FR based on visits to pilot regions and desk review prepared and accepted by Supervisor. • Review the most relevant international experience, Concept note and agenda on organization of certified training courses on FR of internationally recognized institutions for representatives of national partners prepared and accepted by Supervisor. 	January 20, 2022	20%
2.	<ul style="list-style-type: none"> • A manual on FR (universal for ministries and agencies, local government institutions) prepared and accepted by Supervisor 	May 15, 2022	20%
3.	<ul style="list-style-type: none"> • Concept note of study tour with detailed programme on practical implementation of FR benchmark EU countries prepared and accepted by Supervisor • 3-day training on FR (Part 1) for 30 national partners conducted, report accepted by Supervisor (Training in Uzbekistan). 	June 30, 2022	20%
4.	<ul style="list-style-type: none"> • Online training course (at least 10 hours divided in 5 modules) on FR for national partners prepared and uploaded to E-learning platform accepted by Supervisor 	September 15, 2022	20%
5.	<ul style="list-style-type: none"> • 3-day training on FR (Part 2) for 30 national partners conducted, report accepted by Supervisor (Training in Uzbekistan). • A report with recommendations to the government for scaling up the FR model to improve the functions and structure of national partners prepared and accepted by Supervisor 	December 15, 2022	20%

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 5 (five) instalments (20%, 20%, 20%, 20% and 20%) 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.
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Experience:	<ul style="list-style-type: none"> – At least overall 5 years of relevant professional experience performing a similar technical assistance role on FR in government and private companies. – Experience of working at the government and international organizations. – Experience of development manual/guide or instructions (at least 2). – Experience with training (at least 3) 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