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## TERMS OF REFERENCE

- A. Job Title:** National Consultant/Assistant on defining a new Police patrolling system in Moldova
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Support to Police Reform in Moldova
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** June 2018 – February 2019 (up to 160 working days)

### F. Background:

Efficient, transparent and reliable justice and law enforcement systems are very important for the sustainable development. Bearing this in mind, the Government of Moldova engaged since 2010<sup>1</sup> in a complex reform of internal affairs and law enforcement systems. The reform aimed at strengthening professional, efficient, and politically neutral institutions that exercise their functions in the interest of people – both men and women, including those belonging to vulnerable, minority and marginalized groups, ensuring the respect of rule of law, equality and protection of human rights.

During the last years, the Ministry of Internal Affairs (MIA) and its sub-divisions undertook structural changes to comply with best EU practices in this field (e.g., new pieces of legislation, internal restructuring, demilitarization of MIA, delimitation of Police from MIA and creation of a new police structure – General Police Inspectorate (GPI)) and to improve the quality of services delivered to men and women from Moldova. Despite a certain positive progress, there is a room for more decisive and profound actions. The last EU Report on the implementation of the European Neighbourhood Policy in the Republic of Moldova<sup>2</sup> particularly highlights the need for making firm progress on law enforcement reform.

Recognizing the need for further changes, the Government of Moldova's Program for 2016 – 2018<sup>3</sup> places a strong focus on the continuation of MIA's structural and functional reform which is planned to lead to the improved institutional capacities, better quality of services delivered to the community and respect for human rights. In addition, the Government committed to undertake measures to enhance Police

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<sup>1</sup> Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (06 December 2010), <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=337008>

<sup>2</sup> Implementation of the European Neighbourhood Policy in the Republic of Moldova. Progress in 2014 and recommendations for action (25 March 2015), [http://eeas.europa.eu/enp/pdf/2015/republic-of-moldova-enp-report-2015\\_en.pdf](http://eeas.europa.eu/enp/pdf/2015/republic-of-moldova-enp-report-2015_en.pdf)

<sup>3</sup> [http://gov.md/sites/default/files/document/attachments/government\\_of\\_republic\\_of\\_moldova\\_-\\_action\\_programme\\_of\\_the\\_government\\_of\\_republic\\_of\\_moldova\\_for\\_2016-2018.pdf](http://gov.md/sites/default/files/document/attachments/government_of_republic_of_moldova_-_action_programme_of_the_government_of_republic_of_moldova_for_2016-2018.pdf)

performance and efficiency and increase the public trust in Police.

Taking into consideration the importance of Police reform for the internal and external agenda of the Government, the Police Development Strategy 2016-2020<sup>4</sup> (the Strategy) was approved by the Government in May 2016. The Strategy consolidates all Police reform efforts into a national framework document and aims at establishing a Police force serving the interests of citizens and community. This policy document sets the reform directions to be followed during the upcoming years with a focus on modernization of Police operation, increasing efficiency, accountability, transparency and professionalism, strengthening training and crime response capacities, implementation of the community policing throughout the country, increasing number of women in police and mainstreaming the respect for human rights in Police activity.

The comprehensive character of Police reform involves systemic changes and interventions at different levels and in various areas: legislative, institutional, operational, professional, community, individual, etc. This approach requires specific knowledge, capacities and experience the national stakeholders are lacking. Thus, targeted assistance is needed to assist the national stakeholders to strengthen institutional capacities, reengineer internal business processes, improve strategy coordination capacities and put in place modern operation instruments and tools, which will help achieving sustainable results of Police reform for the benefit of men and women from the Republic of Moldova.

Responding to this challenge, the UNDP Project “Support to Police Reform in Moldova” will shift from policy formulation to practical implementation of priorities defined in the Strategy, seeking to further strengthen institutional and professional capacities of MIA and Police units and provide technical assistance in specific areas of intervention. Assisting Police in redefining the Police patrolling system (from recruitment of staff to field operations) in the context of a revised approach to ensuring public order and security is one of these areas of intervention.

This consultancy is part of the Embedded Advisors Program, within the “Support to Police Reform in Moldova” Project, funded by the US Embassy/INL, co-funded and implemented by UNDP. The main goal of the Embedded Advisor Program is to provide the MIA and the GPI with assistance in strengthening the capacities to design and implement activities in selected priority/strategic areas. The intervention envisages deploying international and/or national advisors at GPI and/or MIA. Thus, the advisors will have the advantage of working side by side with beneficiaries, understanding problems first hand and offering practical advice and expertise on the spot.

An International Consultant will be contracted by UNDP to assist the General Police Inspectorate and the Ministry of Internal Affairs in redefining the approach to ensuring public order and security with a particular focus on establishing a new Police patrolling system in Moldova. To support the activities of the International Consultant, UNDP will contract a National Consultant/Assistant with whom they will work together to accomplish the set tasks.

The Ministry of Internal Affairs and the General Police Inspectorate shall be the main partners for this activity and will provide the necessary conditions of work and information for the National Consultant/Assistant.

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<sup>4</sup> <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=364882&lang=1>

### **G. Objective:**

The main objective of this consultancy is to provide assistance and logistic support to the International Consultant whose tasks will be focused on assisting the General Police Inspectorate and the Ministry of Internal Affairs in redefining the approach to ensuring public order and security with a particular focus on establishing a new Police patrolling system in Moldova. A special emphasis will be put on developing a new merit-based recruitment, selection and testing system in line with international standards and best practices to be piloted as part of the new police patrolling set-up. The National Consultant/Assistant will ensure the necessary administrative and analytical support, facilitating the communication and interaction with different stakeholders, including minority and vulnerable groups, on assignment related issues.

### **H. Scope of work and expected outputs:**

The support provided by the **National Consultant/Assistant** will consist of performing the following tasks:

- Provide analytical support (provide the relevant Moldovan legislation and policies, collect the vulnerability disaggregated data relevant for the assignment, provide information and data on the gender, diversity, equality and non-discrimination situation and standards in Moldova, suggest inputs on specific issues related to the tasks performed by the International Consultant, etc.);
- Contribute to the drafting of policy and legal texts and recommendations for policy changes or legal amendments;
- Act as liaison and facilitate communication between the International Consultant, MIA and GPI, as well as other relevant institutions/stakeholders, and civil society, including women, minority and vulnerable groups;
- Provide relevant inputs for the reports and other documents prepared by the International Consultant;
- Provide translations of relevant documents and analytical products from Romanian into English and vice versa;
- Assist and translate (if necessary) in meetings with local counterparts;
- Participate together with the International Consultant in regular and ad hoc working meetings with MIA, GPI and/or other counterparts, civil society, including women, minority and vulnerable groups;
- Take notes and draft minutes and/or reports of events (meetings, trainings, conferences, seminars, round-tables, etc.), organized or attended as part of the assignment;
- Provide daily assistance to the International Consultant on his/her other tasks related activities (see below);
- Produce monthly activity reports.

To achieve the overall objective of the assignment, the **International Consultant** will:

- Conduct a desk review on the current situation concerning the progress of Police reform and the implementation of the Police Development Strategy;
- Prepare a detailed working plan for the assignment, including baselines, targets and indicators;
- Conduct an assessment of the current situation concerning the Police public order and security structures;

- Analyze the efficiency of current police patrolling system, propose institutional, functional and operational changes;
- Develop the concept on recruitment and selection (including testing) of police patrolling staff (including mainstreaming gender, diversity – including ethno-linguistic diversity,<sup>5</sup> equality and non-discrimination, collection of staff related vulnerability disaggregated data) in line with Police Development Strategy and other applicable policy documents;
- Conduct extensive consultations with the MIA/Police management, police officers, civil society and other relevant stakeholders, including women, minority and vulnerable groups, to set a clear common understanding of the new Police's patrolling system and get a stronger buy-in on behalf of those who will implement it;
- Provide assistance in drafting relevant rules/ regulations/ protocols/ manuals/ standard operating procedures required for the operationalization of the new Police patrolling system, including in part related to recruitment and selection of Police patrolling staff (mainstreaming gender, diversity– including ethno-linguistic diversity, equality and non-discrimination, collection of related vulnerability disaggregated data);
- Provide strategic advice to MIA/Police management on issues related to the implementation of the new Police patrolling system and redefining public order and security processes;
- Provide in-service training and knowledge transfer, guidance and expert input to the staff of the project implementation unit in charge of reforming the Police public order and security system;
- Conduct periodic internal assessment of the progress towards set targets, highlighting any bottlenecks and potential solutions (to be reflected in monthly progress reports and final report);
- Coordinate with other assistance initiatives supporting or assisting the Police reform efforts;
- Act as the subject matter expert for the donor organization, supporting the project, and implementing organization;
- Assist the donor organization and implementing organization in designing specific institutional development programs based on identified needs and existing capacities;
- Collaborate with all relevant stakeholders and partners throughout the entire period of the assignment;
- Submit regular progress reports, including evidence of progress achieved and reflected in the reports;
- Perform any other assignment related tasks.

#### **I. Deliverables:**

| #  | Deliverable  | Tentative timeframe |
|----|--|---------------------|
| 1. | Desk review on the current situation concerning the progress of Police reform and the implementation of the Police Development Strategy conducted;<br>Detailed working plan for the assignment, including baselines, targets and indicators, prepared and submitted. | June 2018           |

<sup>5</sup>Strategy on the consolidation of interethnic relations in the Republic of Moldova for 2017-2027:  
[http://lex.justice.md/UserFiles/File/2017/mo60-66md/srategie\\_1464.doc](http://lex.justice.md/UserFiles/File/2017/mo60-66md/srategie_1464.doc) (in Romanian)  
[http://lex.justice.md/UserFiles/File/2017/mo60-66ru/strategia\\_1464.docx](http://lex.justice.md/UserFiles/File/2017/mo60-66ru/strategia_1464.docx) (in Russian)

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|----|---|--|
| 2. | Assessment of the current Police public order and security structures conducted, assessment report submitted;<br>Efficiency of current police patrolling system analysed, institutional, functional and operational changes proposed in a report.   | July 2018                                    |
| 3. | Concept of the new recruitment and selection (including testing) concept of Police/MIA staff developed;<br>Concept on recruitment and selection (including testing) of police patrolling staff (including mainstreaming gender, diversity – including ethno-linguistic diversity, equality and non-discrimination, collection of staff related vulnerability disaggregated data) developed.   | August 2018                                  |
| 4. | Consultations with the MIA/Police management, police officers, civil society and other relevant stakeholders, including women, minority and vulnerable groups, on the new Police's patrolling system conducted.   | October 2018                                 |
| 5. | Assistance in drafting relevant rules/ regulations/ protocols/ manuals/ standard operating procedures required for the operationalization of the new Police patrolling system, including in part related to recruitment and selection of Police patrolling staff (mainstreaming gender, diversity – including ethno-linguistic diversity, equality and non-discrimination, collection of related vulnerability disaggregated data), provided. | December 2018                                |
| 6. | In-service training and knowledge transfer, guidance and expert input to the staff of the project implementation unit in charge of reforming the Police public order and security system provided.  | Throughout the assignment period             |
| 7. | Strategic advice for MIA/GPI management on issues related to the implementation of the new Police patrolling system and redefining public order and security processes provided.  | Throughout the assignment period             |
| 8. | Monthly progress reports (in English), including evidence of progress achieved, submitted.  | By the 5 <sup>th</sup> day of the next month |
| 9. | Final narrative report (in English), including evidence of progress achieved, submitted.  | 28 February 2019                             |

Deliverables can be amended or specified for the purpose of the assignment.

Payment will be made monthly upon the submission and approval of the progress report by the UNDP Project Manager and the representative appointed by the beneficiary institution.

#### **J. Organizational Setting:**

This is a full-time consultancy. The Ministry of Internal Affairs and the General Police Inspectorate are the main beneficiaries of this consultancy. The Consultant will be based within the premises of the General Police Inspectorate and will work under the general guidance of the GPI senior management and in collaboration with the MIA/GPI's staff – for substantive aspects of the assignment, and under the direct supervision of the UNDP Moldova Justice and Human Rights Project Manager – for the substantive and administrative aspects of the assignment, including reporting, quality assurance, contract management.

#### **K. Inputs:**

The GPI will provide the Consultant with working space, access to Internet, printer and telephone landline. The MIA/GPI and the Project staff will provide the Consultant with the information and materials available

for the fulfilment of tasks, facilitate meetings and provide other reasonable logistic support where necessary. UNDP Moldova Justice and Human Rights Programme Analyst and Project staff will provide the Consultant with inputs on gender and diversity mainstreaming, non-discrimination, collection of vulnerability disaggregated data and other emerging human rights issues.

## **L. Confidentiality**

Materials provided to the consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy. Violation of confidentiality requirements may result in the immediate termination of the contract.

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

### **I. Academic Qualifications:**

- University Degree in Law, Police Studies, Public Administration, International Relations or another relevant field;

### **II. Years and sphere of experience:**

- At least 3 years of professional experience in public administration, internal/home affairs, police administration/management, law enforcement or criminal justice;
- Experience in cooperation/consultation with civil society, especially women, minority and vulnerable groups, is an asset;
- Experience in international assistance projects is an asset.

### **III. Competencies:**

- Good organization and drafting skills, ability to work under tight deadlines;
- Solid understanding of and ability to apply communications tools and techniques;
- Demonstrated understanding of the human rights, diversity and gender situation in Moldova and their mainstreaming in the sphere;
- Demonstrated ability to analyse and use research and disaggregated data;
- Demonstrated knowledge of the Internal Affairs/Police reform processes in the Republic of Moldova;
- Knowledge of Romanian, Russian and English languages for the purposes of the assignment;
- Knowledge of one or more other languages relevant for Moldova, including Bulgarian, Gagauzian, Romani, Ukrainian or sign language, is an asset.

### **IV. Personal qualities:**

- Proven commitment to the core values of the United Nations; in particular, is respectful of differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, creativity, flexibility and punctuality.

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, LGBTI, Roma and other ethnic, linguistic or religious minorities, persons living with HIV, as well as refugees and other noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.