



TERMS OF REFERENCE

- A. Job Title:** National Consultant/Assistant on strategic development for the Police and Ministry of Internal Affairs from Moldova (II)
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Support to Law Enforcement Reform in Moldova
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** Up to 400 working days during November 2019 – August 2021

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 2010¹ 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 engaged in a number of structural changes and reforms to comply with best EU practices in this field (e.g., new pieces of legislation, internal restructuring, demilitarization of MIA, reform of carabinieri troops, developing a dual public order system, delimitation of Police from MIA and creation of a new police structure – General Police Inspectorate) and to improve the quality of services delivered to men and women from Moldova. Despite a certain positive progress, there is room for more decisive and profound actions.

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.

The current individual consultancy is part of the Embedded Advisors Program, included into the fifth Project component. The support under this program aims at enhancing the ability of MIA and GPI to design and implement reform activities in line with strategic reform directions defined, primarily focusing on structural and institutional changes, legislative reform, organizational efficiency, hiring and selection of internal affairs staff, etc. Embedded advisors will have the advantage of working side by side with beneficiaries,

¹ *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>

understanding problems first hand and offering practical advice and expertise. Other areas of interest may be targeted by this activity upon necessity, identified during Project implementation.

Strategic advice and assistance will be provided to the Ministry of Internal Affairs and the General Police Inspectorate in the actual implementation of reforms in line with 2016-2020 Police Development Strategy. The emphasis will be put on strengthening of the Joint Law Enforcement Training Centre and designing and institutionalization of a new inclusive MIA's recruiting and evaluation system. Consultancy will be also provided to define a new merit-based recruiting and hiring mechanism for police staff, paying due attention to gender equality and diversity, and addressing gender disparities of access to senior management posts.

An International Consultant will be contracted by UNDP to provide strategic advice and support to MIA and GPI aimed at achieving the Police reform goals and strengthening its role in the democratic society, raising the quality of performed work, increasing public trust, and enhancing cooperation with national and international partners. The International Consultant will ensure analytical and advisory support, facilitating the communication and cooperation with different stakeholders, including minority and vulnerable groups, on Police reform related issues. The consultant will also coach and support the staff of the project implementation units, established within MIA and GPI for Police Development Strategy implementation, and will ensure a constant knowledge transfer strengthening the Beneficiaries' capacities to engage in strategic reform processes.

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.

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 providing strategic advice and assistance to the Ministry of Internal Affairs and the General Police Inspectorate for the implementation of reforms in line with Police Development Strategy with a particular emphasis on the institutionalization of a new inclusive Police/MIA human resources management system and establishing the MIA's Recruiting and Evaluation Centre. This support will contribute to achieving enhanced institutional capacities of MIA and GPI to design, develop and implement reform activities. 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 Police reform 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 data relevant for the assignment, 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, 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, including women, minority and vulnerable groups;
- Take notes and draft minutes 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.

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 2016-2020 conducted. Brief narrative report with main findings, conclusions and recommendations provided.	December 2019
2.	Detailed working plan for the assignment , including baselines, targets and indicators, prepared and approved by UNDP.	December 2019
3.	Comprehensive desk review on the current situation concerning MIA's recruitment system, including institutional and regulatory frameworks currently in force conducted. Brief narrative report with main findings, conclusions and recommendations provided.	December 2019
4.	Feasibility study on establishing the Recruitment and Evaluation Centre, with all findings, conclusions and recommendations developed and endorsed.	January 2020
5.	Internal Regulation and Standard Operating Procedures (SOPs) of the MIA's Recruiting and Evaluation Centre (mainstreaming gender, diversity, equality and non-discrimination, collection of disaggregated data) developed.	March 2020
6.	Evaluation of the existing occupational standards , the degree of their application toward planification of training programs and other activities related to human resources management carried out. Evaluation report with relevant findings, conclusions and recommendations provided and approved.	March 2020
7.	Assessment of the individual and collective performance of employees' system carried out. Assessment report with relevant conclusions and recommendations concerning its relevance for the career management system submitted.	May 2020

8.	Review of capacities of MIA/Police's project implementation units conducted, capacity support provided based on findings. Opportunities for the establishing of e-learning system at the MIA level identified. Relevant assessment report delivered and approved.	June 2020
9.	Support in developing MIA's regulatory framework for conducting organizational functional analysis provided. Progress reports (in English), including evidence of progress achieved, submitted.	July 2020
10.	Provide support for elaboration of new MIA's documents and policies (MIA's Strategic development Programme, Development Action Plan and other relevant documents), in line with the new Government Action Plan 2019-2020.	September 2020
11.	Intermediary narrative report (in English), including evidence of progress achieved, submitted.	10 December 2020
12.	Strategic advice on the implementation of recommendations from the functional analysis of the General Carabineer Inspectorate provided. Progress reports (in English), including evidence of progress achieved, submitted.	July 2021
13.	Support for the reform of the human resources management system of the General Carabineer Inspectorate. Progress reports (in English), including evidence of progress achieved, submitted.	July 2021
14.	In-service training and knowledge transfer , guidance and expert input to the staff of the project implementation units on daily operations provided. Progress reports (in English), including evidence of progress achieved, submitted.	Throughout the assignment period
15.	Assistance in development of the MIA's recruiting, evaluation and management development system, including in establishing and developing the new MIA's Recruitment and Evaluation Centre, provided	Throughout the assignment period
16.	Strategic advice and analytic support for MIA/GPI management on issues related to implementation of Police Development Strategy 2016-2020 and the EU Budget Support for Police Reform 2017-2020	Throughout the assignment period
17.	Monthly progress reports (in English), including evidence of progress achieved, submitted	By the 5 th day of the next month
18.	Final narrative report (in English), including evidence of progress achieved, submitted.	31 August 2021

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 Ministry of Internal Affairs and will work under the general guidance of the MIA 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 Project Manager – for the administrative aspects of the assignment, including reporting, quality assurance, contract management.

K. Inputs:

The MIA 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.

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 immediate termination of contract.

M. Qualifications and skills required:

I. Academic Qualifications:

- University Degree in Law, Public Administration, Social Sciences, International Relations or another relevant field;

II. Years and sphere of experience:

- At least 3 years of continuous professional experience in the area of internal/home affairs, police administration/management, law enforcement or criminal justice;
- Experience in law enforcement or public administration is an asset;
- 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, including the ability to analyse and use research data;
- Demonstrated knowledge of the Internal Affairs/Police reform processes in the Republic of Moldova;
- Knowledge of Romanian and English languages for the purposes of the assignment;
- Knowledge of one or more other languages relevant for Moldova, including Bulgarian, Gagauzian, Romani, Russian, 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, Roma and other ethnic 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.