



TERMS OF REFERENCE

- A. Job Title:** International Consultant 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, 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.

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>

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.

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.

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 embedded consultant.

G. Objective:

The Consultant will provide 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 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 Program Management Unit, established with the purpose of implementation of the police reform agenda, and will provide daily transfer of knowledge towards strengthening the Beneficiaries' capacities to engage in strategic reform processes.

H. Scope of work and expected outputs:

To achieve the objective, it is foreseen that the International Consultant will:

- Conduct a **desk review on the current situation** concerning the progress of Police reform, the implementation of the Police Development Strategy 2016-2020 and EU Budget Support for Police Reform 2017-2020;
- Prepare a **detailed yearly working plan for the assignment**, including baselines, targets and indicators;
- Conduct a **comprehensive desk review** on the current situation concerning MIA's recruitment system, including institutional and regulatory frameworks currently in force. Identify potential limits and challenges toward establishing MIA's Recruiting and Evaluation Centre;
- Develop the **feasibility study on establishing the MIA's Recruiting and Evaluation Centre**, aiming to identify the current situation of MIA's recruitment system, with reference to current regulatory framework, infrastructure and workload capacity, organization and staff, hardware and software ecosystem, main deficiencies faced; consult relevant stakeholders; formulate specific conclusions

and recommendations necessary to be undertaken by the MIA to establish and operationalize the Recruitment and Evaluation Centre.

- Based on findings and conclusions formulated in the feasibility study as well as based on existing similar good practices, draft the **internal regulations** and the **Standard Operating Procedures (SOPs)** of the MIA’s Recruiting and Evaluation Centre (mainstreaming gender, diversity, equality and non-discrimination, collection of disaggregated data); provide other strategic assistance required for establishing and operationalizing the Recruiting and Evaluation Centre.
- Evaluate the application of existing **occupational standards** toward planification of training programs and of other activities related to human resources management;
- Assess the **individual and collective performance** of employees’ system. Provide recommendations concerning its relevance for the career management system;
- **Review the capacities of MIA/Police’s project implementation units** and provide relevant support, based on findings. Identify the necessities/requirements/opportunities for the design of the e-learning system at the MIA level;
- Provide **in-service training and knowledge transfer**, guidance and expert input to the staff of the project implementation units on daily operations;
- Provide **strategic advice and analytic support to MIA/Police management** on issues related to the implementation of Police Development Strategy and the EU Budget Support for Police Reform 2017-2020;
- 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;
- Provide support in **developing MIA’s regulatory framework** for conducting organizational functional analysis;
- Provide strategic advice on the implementation of recommendations from the **functional analysis of the General Carabineer Inspectorate**;
- Provide support for the reform of the **human resources management system of the General Carabineer Inspectorate**;
- 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, supporting the project, 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 2016-	December 2019

	2020 conducted. Brief narrative report with main findings, conclusions and recommendations provided.	
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.	Throughout the assignment period

	Progress reports (in English), including evidence of progress achieved, submitted.	
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 (Chisinau-based) 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.

The International Consultant will be assisted by one National Consultant who will provide necessary inputs to the International Consultant and liaise between him/her and the major stakeholders.

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:

- Master's Degree or equivalent (5-year university education) in Law, Police Studies, Public Administration, Criminal Justice or another relevant field;

II. Years and sphere of experience:

- At least 10 years of continuous professional experience in the area of internal/home affairs, police administration/management, law enforcement or criminal justice;
- At least 5 years of professional experience at a command level in internal/home affairs, police administration/management or law enforcement;
- Professional experience in Central and Eastern Europe on similar assignments in internal/home affairs, police administration/management or law enforcement areas;
- Experience in working with UN agencies is an asset;
- Proven record of providing advice at senior level on reforming the human resources system of Police with gender and diversity mainstreaming in police staff (or other law enforcement agency) or establishing specialized training centre for law enforcement bodies is an asset.

III. Competencies:

- Proven competencies in carrying out needs and capacity assessments, elaborating relevant recommendations and solutions, designing and/or providing professional trainings for police and/or other law enforcement agencies staff mainstreaming human rights and gender there is an asset;
- Solid understanding of and ability to apply communications tools and techniques, including the ability to analyse and use research data;
- Demonstrated skills in knowledge transfer techniques, such as coaching and mentoring, design and delivery of presentations and training programs;
- Proficiency in English language;
- Knowledge of Romanian language and/or other language 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.