



## TERMS OF REFERENCE

<b>Job title:</b>	Public Administration Specialist to support the State Chancellery in developing the Public Administration Reform Strategy
<b>Duty Station:</b>	Republic of Moldova, Chisinau
<b>Reference to the project:</b>	PIP Support in building the internal capacities of the State Chancellery to lead on policy formulation and coordination
<b>Contract type:</b>	Individual Contract (IC)
<b>Contract duration:</b>	June 2022 – October 2022
<b>Expected workload:</b>	95 working days
<b>Indicative starting date:</b>	24 June 2022

### 1. BACKGROUND

An effective and efficient Public Administration is one of the prerequisites for sustainable development of the country. Over the years, the Republic of Moldova went through several rounds of Public Administration reforms. The Central Public Administration reform was initiated in 2005 when the Government approved the Strategy and Implementation Plan of Action for the Central Public Administration Reform<sup>1</sup>. The Strategy and the Action plan had 3 years lifespan until the end of 2008. Still, the activities for the implementation of the Central Public Administration reform continued as part of the Governments' Action Plans for 2010 and 2011-2014. The next strategic document for the reformation on the public administration was approved in 2016. The implementation period for this Strategy was 2016-2020<sup>2</sup>.

According to the Government's Programme "Moldova Vremurilor Bune" of 3 August 2021, the last round of Public Administration reform brought limited results with limited efficiency. The Programme is also stating that the optimization of the number of ministries and central public authorities was not accompanied by important elements related to good governance, strengthening capacities of public servants and accountability of the public administration. The document specifies that the optimization brought by the reform generated instability and weakening of the public institutions, having negative effects on the visibility of important domains such as environment and culture.

Even though the dimension of local public administration was covered by the last Strategy for the Public Administration Reform, it did not bring considerable changes on the status and ways of operating of the Local Public Authorities. Therefore, a separate emphasis in developing the concept of the new Strategy will be placed on its component focused on Local Public Administration.

Having the political will from the Government and aiming at developing a new, innovative and forward-looking Strategy for the reformation of the public administration, the State Chancellery of the Republic of Moldova has developed a working version of the concept of the Strategy. As the

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<sup>1</sup> See the Government's Decision at: [https://www.legis.md/cautare/getResults?doc\\_id=28609&lang=ro](https://www.legis.md/cautare/getResults?doc_id=28609&lang=ro)

<sup>2</sup> See the Government's Decision at: [https://www.legis.md/cautare/getResults?doc\\_id=94394&lang=ro](https://www.legis.md/cautare/getResults?doc_id=94394&lang=ro)

Government in general and the State Chancellery in particular were involved in providing the response to the multiple crises that the country is going through, the human resources and capacities of the State Chancellery in developing such strategic documents have considerably weakened. In this context UNDP Moldova has signed developed a Project Initiation Plan oriented at providing support to the State Chancellery, among others to build internal capacities for strategic policy formulation. As the development of the Public Administration Reform Strategy is one of the priorities of the Government strengthening the capacities of the State Chancellery in the field of strategic planning would come as an important step forward in ensuring evidence-based policy making with impact on the efficiency of the Government.

## 2. OBJECTIVE AND EXPECTED OUTPUTS

The main objective of this consultancy is to consolidate the Local Public Administration Component of the draft concept of the Public Administration Reform Strategy.

In particular, it is aimed at delivering the following outputs:

- a) Update the concept of the Strategy for the Public Administration Reform;
- b) Conduct interviews and discussions with the representatives of the State Chancellery to identify the solutions for the gaps related to the Central Public Administration to be included in the Strategy for Public Administration reform;
- c) Develop a mapping of the development partners, NGOs and state actors interested in working on Public Administration Reform and develop a roadmap for the drafting and approval of the Strategy for the Public Administration Reform;
- d) Develop a draft of the Strategy for the Public Administration Reform;
- e) Organize inclusive, multistakeholder processes for the consultation of the draft of the Strategy for the Public Administration Reform.

## 3. KEY DELIVERABLES AND TENTATIVE TIMETABLE

No.	Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Undated version of the concept of the Strategy for the Public Administration Reform.	10 WDs	By 5 July 2022	UNDP, in consultation with the State Chancellery
2	Reports of the interviews and focus groups discussions on the solutions to be included in the Public Administration Reform as response to the gaps identified in the concept of the Strategy.	5 WDs	By 15 July 2022	UNDP, in consultation with the State Chancellery
3	Concept of the Strategy for the Public Administration Reform updated.	5 WDs	By 30 July 2022	UNDP, in consultation with the State Chancellery
4	A gender-responsive and human rights compliant roadmap for the development of the Strategy for the Public Administration reform submitted.	15 WDs	By 10 August 2022	UNDP, in consultation with the State Chancellery

5	Draft of the Strategy for Public Administration Reform developed.	40 WDs	By 15 September 2022	UNDP, in consultation with the State Chancellery
6	Consultation of the draft of the Strategy for the Public Administration Reform organized.	10 WDs	By 30 September 2022	UNDP, in consultation with the State Chancellery
7	Adapt the draft of the Strategy for the Public Administration Reform to the outcomes of the consultations process.	10 WDs	By 30 October 2022	UNDP, in consultation with the State Chancellery

#### 4. INSTITUTIONAL ARRANGEMENTS

This is a part-time consultancy. The timeframe for the work of Consultant is planned for June 2022 – October 2022. During this time, the Consultant is expected to work a total of 95 working days.

The Consultant will work under the guidance and in close collaboration with the UNDP Policy Specialist.

#### 5. FINANCIAL ARRANGEMENTS

Payments will be disbursed in tranches upon the submission and approval of the deliverables and timesheets, and a certification by UNDP Policy Specialist that the services have been satisfactorily performed.

The consultant will be paid on a lump sum basis subject at completion of agreed tasks.

#### 6. CONFIDENTIALITY

Materials provided to the Consultant and all the 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.

#### 7. QUALIFICATIONS AND SKILLS REQUIRED

##### COMPETENCIES

##### Corporate competencies

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritisms;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

##### Functional competencies:

- Strong interpersonal skills, communication and diplomatic skills, teamwork ability;
- Ability to work under pressure and stressful situations;
- Strong analytical, reporting and writing abilities;
- Good time management, meeting deadlines.

##### QUALIFICATIONS

##### Academic Qualifications/Education:

- Master's Degree or higher in law, economics, public administration, international relations or related field. In lieu of Master's Degree, the candidate should demonstrate at least 7 years of experience in the field of public administration substitute for advanced degree.

##### Experience:

- At least 5 years of experience in the fields of law, public administration or international relations. Previous experience in the field of public administration reform is a very strong advantage;
- Research experience in areas of governance and public sector reforms is required;
- Strong understanding of the policy making cycle is required;
- Good knowledge of data collection and analysis is essential;
- Good knowledge of Moldova government systems and processes, particularly in relation to public policies and planning processes;
- Ability to conduct interviews with government and key stakeholders;
- Good networking with civil society.

#### **Language skills:**

- Proficiency in written and spoken English and Romanian are required for this assignment

*The United Nations in 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 non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.*

### **8. APPLICATION PROCESS**

Applicants shall submit the following required documents:

- CV, including information about past experience in similar assignments and contact details for at least 3 referees;
- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- Proposed methodology for conducting the consultancy;
- Offeror's Letter confirming Interest and Availability with financial proposal (in USD, specifying the total lump sum amount). Financial proposal template prepared in compliance with the template in Annex 2.

**Important notice:** The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

#### **Incomplete applications will not be considered.**

If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

### **9. ANNEXES TO THE TOR**

Annex 1- Individual Consultant General Terms and Conditions

Annex 2 - Offeror's letter confirming interest and availability, proposed methodology, including financial proposal (template).