



Transitional Capacity Support for the Public Administration of Moldova



TERMS OF REFERENCE

Consultancy Coordinator

Job title:	Consultancy Coordinator
Duty station:	Chisinau, Moldova
Reference to the project:	"Transitional Capacity Support for the Public Administration of Moldova"
Contract type:	Special Service Agreement (SSA) Contract
Starting date:	September, 2010
Duration of assignment:	Six (6) months with possibility of extension up to three (3) years

Job content

I. Background:

The project "Transitional Capacity Support for the Public Administration of Moldova" was designed upon the request of the Government of Moldova to enhance capacities of the Moldovan Central Public Administration in order to accelerate the reform process and achieve Moldova's short - and medium term development goals. The project seeks to address urgent short-term capacity needs of the public administration at a time when Moldovan central government institutions face serious financial and human resources gaps. In addition to helping the Government pursue critical reform priorities, the intervention is designed to catalyze the on-going implementation of central public administration reform. It will be coordinated and managed by the responsible government entities and will complement on-going work by other donors.

To achieve this objective, new capacity will be introduced through new 'agents', which will work on a consultancy basis for a finite period and focus on the change and reform process and as such catalyze the work of the more stable civil service. The Moldovan diaspora and non-governmental sector, including the private and civil society sectors, would be the main source for such consultants. They would not be expected to become permanent staff of the civil service, but, based on a competitive process, would be hired for a defined period. Also, to ensure that the civil service is not weakened from this system, current members of the civil service would be barred from applying for assignments as capacity building consultants (for three years from the time of separation from government service). Where required for successful capacity support, consultants would be required to demonstrate competence in EU processes and the demands of integration, but an understanding of the institutional transformations desired by the Government and exposure to modern management practices would also be important qualifications. Only in the absence of suitable national consultants would foreign specialists be recruited.

Consultants could be freely tasked with re-designing the structure of an administrative unit, training, or the introduction/presentation of completely new regulations and procedures not previously handled by the administrative unit (none of these are expected to become permanent functions of a typical administrative unit). It could also be that the consultants establish and implement processes and procedures that an administrative unit is expected to perform on a regular basis in the future, for capacity building often needs to start by "showing by doing".

Consultants would be engaged and their TORs defined in a way that would protect the integrity of the civil service work to strengthen its intrinsic capacity. The project needs to guard against subtracting capacity from the civil service. In most cases, the sub-projects will be composed of national consultants – professionals who provide advice, coaching, and skills that are not expected to be performed on a permanent basis by the civil service. They could also temporarily assume specific responsibilities and tasks expected to be taken over by public institutions, i.e. they could be used to “incubate” new institutional units, on condition of clearly specified “exit” or “handover” strategies.

Objective of the assignment: The main objective of the assignment is to make available external human resources to work on consultancy basis for a finite period and focus on the change and reform process, support the capacities of the civil service for policy development and implementation.

Organisational setting: The Consultancy Coordinator will work under the guidance of and in close cooperation with the Strategic Planning and Aid Coordination Division of the State Chancellery – for substantive aspects of the assignment, and under the direct supervision of the Project Manager – for administrative and clearance aspects. The Consultancy Coordinator is expected to report to the Head of the Division and the Project Manager on his/her activities, progress and findings on a regular basis.

II. Scope of work and expected outputs:

The scope of the work of the Consultancy Coordinator is to provide assistance to upgrade and strengthen the capacities of the Moldovan civil service for policy development and implementation, through a process of selection, employment and monitoring of consultants. In addition to helping the Government pursue critical reform priorities, the intervention is designed to catalyze the on-going implementation of central public administration reform.

In order to achieve the stated objectives, the **Consultancy Coordinator** will have the following responsibilities:

- Contribute to elaboration, together with selected Ministries, of a capacity-building request which will reflect the scope of work, main deliverables, support requirement (number of consultants, level of expertise, duration). The request will also take into consideration any assistance provided by other donors and possible synergies between those should be established;
- In collaboration with State Chancellery, the Consultancy Coordinator will establish the general standardized criteria (covering levels of expertise, general qualifications, pay scales) for consultants in the identified reform areas;
- Elaboration of the ToR template for consultants in the identified reform areas;
- Support the selected Ministries in the elaboration of ToRs, using the template, for consultants in the identified reform areas;
- Assist Ministries and Institutions in the elaboration of a rapid assessment;
- Participate in elaboration of a demand-driven mechanism which will be set up to secure external consultancies to support the capacity of ministries in priority reform areas;
- Support decision making structures to prepare a short guidance for the participating ministries on process and criteria;
- Participate in the procedure for selection of consultants;
- Maintain records on all project personnel/national consultants and their respective status (contracts, ToRs, time and attendance – if appropriate, etc.) in accordance with accepted policies and procedures;
- Prepare monthly progress reports of the component activities;
- Perform any other related activities which may emerge during the course of time.

III. Deliverables

Nr.	Deliverables	Timetable
1.	Establish the general standardized criteria (covering levels of expertise, general qualifications, pay scales) for consultants in the identified reform areas;	October 2010
2.	Contribution to elaboration of a capacity-building request which will reflect the scope of work, main deliverables, support requirement (number of consultants, level of expertise, duration);	October 2010
3.	Elaboration of the ToR template for consultants in the identified reform areas;	October 2010
4.	Launch of the request process and send the criteria and ToR template to participating ministries;	October 2010
5.	Elaboration of ToRs for consultants in the identified reform areas;	November 2010 – March 2011
6.	Elaboration of a performance evaluation system and mechanism of consultants;	November 2010
7.	Elaboration of quarterly monitoring progress reports;	Quarterly reports

IV. Qualifications and skills required:

- University/Master Degree in Public Administration, Law, Political Science, Business Administration, Economics, European Studies or other related field;
- Excellent knowledge of multi-disciplinary development approaches and good analytical skills;
- Ability to work with government officials and other state agencies and good knowledge of the country current socio-political situation;
- At least five years of work experience and three years experience within civil society development programs, partnership development, training, administration and follow up of projects implementation;
- Proven ability to develop and implement outreach and public awareness programmes;
- Demonstrated interpersonal communication and leadership skills;
- Problem solving skills and result orientation;
- Proficiency in Romanian and English (knowledge of Russian is desirable), excellent drafting and presentation skills;
- Computer proficiency, including knowledge of MS Office products (Word, Excel, Power Point);

V. Submission Package:

1. Duly completed Personal History Form (P11);
2. Cover letter;
3. Detailed CV matching qualification requirements.