



TERMS OF REFERENCE

National Consultant on Human Resources

Job title:	National Consultant providing assistance to Ministry of Foreign Affairs and European Integration in Human Resources Capacity Development
Duty station:	Chisinau, Moldova
Reference to the project:	Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration
Contract type:	Individual Contract (IC)
Expected workload:	45 working days
Starting date:	April-June, 2014

BACKGROUND:

The Project "Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration (MFAEI)" aims at strengthening the institutional capacity of the MFAEI as lead institution in the AA negotiation and implementation processes. The Project's overall objective is to strengthening the institutional capacity of the MFAEI so that it can exercise its functions in a more efficient manner, operate transparently and fulfill its European Integration commitments.

Effective public institutions make it possible for governments to coordinate human action for the public interest. When public institutions perform well, it is primarily owing to the motivation, skills and integrity of the human capital and the quality of leadership. Thus, the strengthening of national capacity for public administration is one of the best measures that governments in transition countries can undertake in their efforts to reach the overall governmental objectives.

Through Central Public Administration Reform (2006 – 2013), the modern Human Resources Management systems and tools became operational across the Government. However, MFAEI has a special particularity which is embedded in the Law on Diplomatic Service and the existing cross-Government human resources management system shall be adjusted to the specific needs of the MFAEI.

The Project will contract a National Consultant to offer targeted assistance to MFAEI, based on the findings and recommendations of resulting from the work to support strengthening of MFAEI's Human Resource management system carried out in 2011.

The particular task to be addressed through the current assignment will be to focus on strengthening the Human Resource Management tools of the MFAEI as well as standardizing the implementation of staff rotation, reserve, motivation and promotion systems, based on the provisions of the Law on Diplomatic Service and EU member states best practices.

Objective

The project will contract a National Human Resources Consultant with the following responsibilities:

- Provide support and technical expertise to both the Ministry of Foreign Affairs and European Integration senior management and administration and to Human Resources, Legislation and Litigation Unit (HRLLU), by strengthening the human resources management tools in line with the Law on Diplomatic Service.
- Advise on the ways and methods for improving the standardized and uniform implementation of diplomatic staff rotation, reserve, motivation and promotion systems, processes and tools across the Ministry and the diplomatic missions abroad.
- Strengthen the capacities of the HRLLU staff by provision of technical advice and coaching in the implementation of the new tools.

The objective should be met through the following activities and deliverables:

Key activities:

- Analyze the current status of MFAEI human resource management tools (strategies, policies, regulations and procedures applicable to staff reserve, rotation, motivation and promotion systems)
- Perform a functional analysis of the HRLLU (e.g internal regulations, job descriptions etc.).
- Make a comparative analysis of the staff rotation, reserve, motivation and promotion systems with at least three EU Member States;
- Develop recommendations with regard to the improvement as well as uniform and efficient implementation of the staff rotation, staff reserve, motivation and promotion systems;
- Develop, together with beneficiaries, an action plan to address identified gaps in the human resource management system and to implement proposed and agreed changes in human resources policies and procedures;
- Support relevant MFAEI subdivisions in drafting amendments to existing policies and regulations, and related supporting documentation;
- Organize at least one seminar for sharing the findings and recommendations with the beneficiaries;
- Prepare and submit a final mission report.

Deliverables

- Report on the current situation regarding MFAEI human resource tools and management capacities with reference to the Law on Diplomatic Service and based on previous analysis;
- Report containing a relevant comparative analysis with at least three EU Member States on staff rotation, reserve, motivation and promotion systems with the recommendations on the relevant best practices to be implemented in MFAEI's system;
- Action plan to address identified gaps in the organization and implementation of human resource management system and to implement the recommendations;
- Draft regulations on diplomatic staff rotation, reserve, motivation and promotion systems;
- Workshop with beneficiaries;
- Final mission report.

Result

The key deliverables will impact on the operationalization of the systems of diplomatic staff rotation, reserve, motivation and career development in so that these are implemented in a more coherent and sustainable manner, ensure client satisfaction and maintain high staff morale.

Resources

45 working days.

Tentative Schedule:

The assignment shall be undertaken in the period April – June 2014 with detailed timetable to be agreed with the Beneficiaries.

The 45 working days allocated for this task should be used approximately as follows:

Deliverable/milestone	Indicative timeframe
Report on the current situation regarding MFAEI human resource tools and management capacities	10 days
Comparative analysis with at least three EU Member States with recommendations	10 days
Action plan to address identified gaps and to implement recommendations	10 days
Draft regulations	12 days
Workshop	1 day
Report	1 day
Total	45

All deliverables should be agreed with the UNDP and MFAEI, and be provided in Romanian, in hard and electronic copy.

Institutional arrangements:

The Consultant will work in close collaboration with the leadership of the Human Resources, Legislation and Litigation Unit of MFAEI for substantive aspects of the assignment, and under the direct supervision of the Project Manager – for administrative aspects. Payment shall be made upon acceptance of deliverables by UNDP Project Manager and beneficiary.

The Consultant will be located in the premises of the MFAEI and will work closely with the MFAEI staff. MFAEI will provide the Consultant working space, access to Internet, printer and telephone line.

Qualifications Required:Academic Qualification

- Bachelor degree in HR, Business Administration, Public Administration, Law or other related field. Master's Degree or equivalent would be an asset.

Experience

- Minimum 5 years of relevant experience at the national or international level in providing HR advisory services and/or managing staff and operational systems. Experience in the diplomatic service will be an advantage;
- Proven experience in elaborating policies/strategies;
- Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector / consulting firm and/or experience in diplomatic service would be a very strong advantage.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems.

Competencies

- Strong interpersonal skills, communication and diplomatic skills, ability to work in a team

- Strong coaching/mentoring skills, regularly providing helpful feedback and advice
- Openness to change and ability to manage complexities

Language requirements

- Fluency in written and spoken Romanian is mandatory. Knowledge of English and/or Russian would be an asset.

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal: explaining why they are the most suitable for the work;
2. Financial proposal specifying a total lump sum amount and the number of days;
3. Personal CV including past experience in similar projects and **at least 3 references.**