



## UN Joint Project on Strengthening the National Statistical System

### TERMS OF REFERENCES

**Team of one international and one national consultants  
to support the elaboration of the national strategy on development of statistics in the Republic of Moldova**

Sought Applicants:	A team of one international and one national consultants in strategic planning
Application deadline:	27 October 2014
Expected Duration of Assignment:	November 2014 – February 2015, estimated volume of work – up to 40 working days each consultant
Reference to Project:	UN Joint Project on Strengthening the National Statistical System,
Funded by:	UN Women, UNFPA, UNDP
Project Activity:	Activity 1. Alignment of the official statistics infrastructure to the 'acquis communautaire' in statistics and other international standards
Contract type:	Individual Contracts
Beneficiary:	National Bureau of Statistics, UNDP, UN Women, UNICEF, UNFPA, ILO

### BACKGROUND

By far and large there are two strategic documents defining Moldova's policy framework. Firstly, it is the National Development Strategy „Moldova 2020”<sup>1</sup>, which serves as a platform for the management and coordination of reforms and foreign aid in seven priority areas along with sector strategic documents. Another key document is the recently signed EU-Republic of Moldova Association Agreement<sup>2</sup> and Agenda which aim to deepen political and economic relations between Moldova and the EU. Among the 28 key sector policy areas there are *public administration reform* and *statistics* fields which combine to ensure the development of a well-functioning public administration sector and to approximate the legislation in the Republic of Moldova to EU norms and requirements in the field of statistics<sup>3</sup>.

The implementation of the Central Public Administration Reform (CPAR) during 2005-2013 aimed at building professional civil service oriented to providing high quality services. Being a continuous process of institutional development such a reform is to be further carried out by the Government in a broader manner, having a more structured and synergetic approach to the identified thematic pillars and being guided by a comprehensive Roadmap<sup>4</sup>. One of such CPAR pillars would be *Policy Development* focused on strategic and operational planning, policy analysis and consultations, policy coordination, monitoring and evaluation. It is valid for the statistical sector as for any other field of Government's activity, being a public service aiming to provide reliable and timely statistical information to the governance, civil society and population.

As a development partner, UN in Moldova, under the United Nations-Moldova Partnership Framework “Towards Unity in Action”<sup>5</sup>, is to assist the Government of Moldova in promotion of its reforms, supporting the implementation of the new Association Agreement with the European Union, fulfilling the administrative capacity requirements that Moldova must meet.

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<sup>1</sup> <http://www.cancelaria.gov.md/lib.php?l=ro&idc=435&nod=1&>

<sup>2</sup> Republic of Moldova has signed at 27th of June 2014 Association Agreement with European Union, [http://europa.eu/rapid/press-release\\_MEMO-14-430\\_en.htm](http://europa.eu/rapid/press-release_MEMO-14-430_en.htm)

<sup>3</sup> EU Statistical requirements compendium is a well-established reference document for the acquis in statistics. The Compendium summarizes the key reference information for European statistical production, <http://epp.eurostat.ec.europa.eu>

<sup>4</sup> Public Administration Reform Roadmap 2014-2020 “Modernization of the public administration in the European integration context” (*in the process of consultation*)

<sup>5</sup> United Nations Partnership Framework 2013-2017 [http://unfpa.md/images/stories/docs/UN-Moldova\\_Partnership\\_Framework\\_2013-2017.pdf](http://unfpa.md/images/stories/docs/UN-Moldova_Partnership_Framework_2013-2017.pdf)

Currently, a Joint UN Project on Strengthening the National Statistical System of RM is implemented by the National Bureau of Statistics (NBS) of the Republic of Moldova, in partnership with 5 UN agencies (UNDP, UN Women, UNFPA, UNICEF, ILO), and aims at improving data collection, production, dissemination and use of statistical information with particular attention to national needs and official statistics overall conformity with international, in particular EU, standards. In the above context, the Project seeks to support the statistical public service of the country to gradually align to the international and EU standards and requirements in the field, as well as to build its administrative and strategic capacities needed to effectively implement the national reforms.

## CONTEXT

### *Public Administration Reform*

To implement the RM-EU Association Agreement and its Action Plan and to accomplish the medium-term objectives in the *Moldova 2020* Strategy, Moldovan institutions must become both, more competent in the priority sectors, as well as more capable to plan, resource and deliver complex sets of actions.

Therefore, the purpose of the next round of Public Administration Reform, tentatively for 2014-2020, would be to improve the general management capacity in the public sector to accelerate development and integration into the EU. It would have a stronger focus on citizens (envisaging the efficient delivery of services to the public) and coordination to enhance synergies across areas, applying more precise timeframes and verifiable indicators and reinforcing accountability of the responsible authorities.

Currently, all the central authorities have in place Strategic Development Plans (SDP), most of which will expire by the end of 2014. Therefore, in 2015 a new round of SDPs' drafting will start which will aim to improve the quality of such plans making a clearer distinction among institutional and sector goals, better planning their expenditures, increasing budget allocations, introducing systematic annual reporting on the efficiency of used resources.

Strategic planning, evidence-based policy-making and policy coordination continue to be one of the main concerns of the next cycle of CPAR. Use of evidences remains one of the main factors slowing down improvements in the quality of policy formulation, justification (through feasible and measurable actions) and analysis. This is explained by the still weak capacities of civil servants and their managers to efficiently use statistical data (making them easy to operate and useful to justify things), along with the insufficiency of such capacities' development. Also, the participation of CSOs in the policy-making process is insufficient.

One more challenge is that the framework regulating the policy management which does not describe in details the policy coordination process at design, implementation or monitoring stages. By the end of 2014, the State Chancellery shall propose a simplification of all regulations on decision making (planning, development, coordination, monitoring, aid evaluation) and unify them into a Guideline on decision making procedures in the Government. The Guidebook shall apply to all items on the Consolidated Action Plan of the Government of Moldova, including those from the EU integration agenda as well as legislation.

### *National Statistical System*

The activity of the National Bureau of Statistics is guided by the Law on official statistics<sup>6</sup>, annual Programs of Statistical Works<sup>7</sup>, Programme of Strategic Development (PSD) of National Bureau of Statistics for 2012-2014<sup>8</sup> and other documents. At present NBS is working on development of a new structure which would be useful and support the easier accomplishment of functional objectives of institution and alignment of national statistics to international standards, and which is to be submitted for Government's approval before the next general elections set on 30 November 2014.

The first Institutional Development Plan of NBS for 2009-2011 has been preceded by a thorough functional analysis, including the evaluation of institutional capacities<sup>9</sup> and evaluation of official statistics from the perspective of the fundamental principles that govern the functioning of official statistics at international level<sup>10</sup>.

The context of statistical sector development can be briefly described by the following:

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<sup>6</sup> Law on official statistics no. 412 as of 9.12.2004, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=312436>

<sup>7</sup> <http://www.statistica.md/pageview.php?l=ro&idc=323&>

<sup>8</sup> <http://www.statistica.md/pageview.php?l=ro&idc=152&>

<sup>9</sup> Report on evaluation of institutional capacities of NBS, by Sergiu Ostaf, 2008 (available in Romanian).

<sup>10</sup> Report on the institutional and functional analysis of the National Bureau of Statistics (NBS) of the Republic of Moldova, by Daniela Ștefănescu, International Consultant for UNDP Moldova, 2008 (available in Romanian and English).

- From data users' perspective, according to the latest opinion poll<sup>11</sup>, in the recent years the quality of official statistics has improved but still there are many cases of discrepancy between the NBS' data and the administrative data of line ministries; NBS improved the content of its website which has more, diverse and user-friendly information and is better accessible; data users need statistical literacy training courses (in particular public servants, media and CSOs); users need access to timely, accurate and disaggregated data; access to the primary data is requested by advanced users.
- In the context of the country reforms, the public authorities at national and local levels are motivated to more intensely use data, from statistical or administrative sources. In this respect, both official statistics and administrative data need consistent and qualitative improvement.
- According to the NBS strategic development programme, the access to administrative databases owned by CPAs, which can be used for statistical purposes, is limited and the information in some administrative registers does not correspond to the statistical quality requirements. NBS should pursue agreements with all holders of administrative data that can be used for statistical purposes to avoid duplication of work and confusion of data users, also NBS could more proactively support the ministries to properly process their administrative data files.
- Thus, on one hand, the available data is often perceived as ambiguous and confusing and sometimes wrongly used because of the lack of capacity on behalf of data users. On the other hand, the data supply (statistical, administrative and other data) should be further harmonized, while responsibilities of various actors clarified.

The last global assessment of the National Statistical System of Moldova by Eurostat and UNECE<sup>12</sup> recommended the NBS to prepare an updated multi-annual programme of strategic development for all official statistics, providing a mid-term strategic orientation on how to approach European requirements. In this process of change, the NBS should reflect upon in which statistical areas it is reasonable to apply European standards and to what extent national needs should be the basis for producing statistics.

## OBJECTIVES OF CONSULTANCY

The Joint UN Project on Strengthening the National Statistical System is to hire a team of **one international and one national consultants** with relevant experience who will **assist the Government of Moldova in drafting a new strategy on development of national statistics to support the implementation of national policies and the Republic of Moldova - EU Association Agreement and pertinent documents.**

The International Consultant is expected to provide strategic advice to the National Bureau of Statistics in the elaboration of the document on further strengthening of the national statistical system, considering the country's European integration agenda, as well as the national policy and reforms context. Him/she will ensure the methodological guidance and necessary tools for successful accomplishment of assignment, based on international and EU best practices, as well as will coach and provide trainings to senior staff on strategic planning. The consultancy being provided by the International Consultant will represent a knowledge transfer and experience sharing about the development of strategic development documents in other countries, preferably in the statistical field.

The National Consultant is to assist the International Expert in achievement of the assignment's objective with own expertise in strategic planning, reforms' implementation, knowledge about the national policy framework and experience of work with Government institutions, ensuring the participatory manner of strategy's development at the appropriate level and inclusive participation of the NBS staff.

The assignment will be built on the previous and on-going activities undertaken by the National Bureau of Statistics, State Chancellery, Project partners, as well as other resources available (national and sector legislative and normative framework, international regulations, printed and electronic publications, conferences/events results, reports, etc.).

## SCOPE OF WORK

The overall scope of assignment is to carry out a thorough assessment of achieved results and lessons learned so far, as well as gaps and needs for further progress, and to develop a strategic document, either on longer term (2015-2020) with a shorter term action plan (2015-2017) or being a medium term document (to be decided at the inception phase of

<sup>11</sup> Data users' satisfaction survey with NBS data and services, 2012-2013, <http://www.statistica.md/pageview.php?l=ro&idc=399&id=2740>

<sup>12</sup> Adapted Global Assessment of the National Statistical System of Moldova by Eurostat and UNECE, 2013, [http://www.unece.org/fileadmin/DAM/stats/documents/technical\\_coop/GA\\_Moldova\\_EN.pdf](http://www.unece.org/fileadmin/DAM/stats/documents/technical_coop/GA_Moldova_EN.pdf)

assignment), that should include a complex approach and have a focus on the improvement of the whole statistical sector, not only the institutional development of NBS.

## **TASKS AND RESPONSIBILITIES**

To achieve the envisaged objectives, in collaboration with the National Bureau of Statistics and the State Chancellery, under the overall supervision of the Project, the consultants will have the following major responsibilities and perform the following activities:

### **Activity 1. Undertake desk review** *[done remotely and completed during mission 1]*

Experts will undertake the desk review through a thorough analysis of the background and reference materials including:

- current legal and regulatory framework related to the functioning of national statistical system, roles, functions and responsibilities of the National Bureau of Statistics and concerned national stakeholders (laws, regulations, assessments, reports, etc.);
- previous functional reviews and the strategic development plans of NBS;
- documents related to policy development in the country, including national methodological requirements for strategic documents, institutional set-ups and data use as relation to policies' design, implementation and M&E;
- main national and sector strategic papers (strategies, plans, programs, etc.) dealing with or impacted by statistics;
- EU and international standards and best practices, especially of new EU member states, with advanced relevant positive experience, etc.

Please see an approximate list of *Reference and Supporting Documents* as annex to ToR.

### **Activity 2. Formulate own approach and working methodology** *[drafted remotely, finalized during mission 1]*

*[International Consultant responsible for the task with the support and participation/inputs of National Consultant]*

The International Consultant will propose, and the National Consultant will contribute to, working approach, methodology and needed tools for the accomplishment of the current assignment. Also, they will draft a detailed action plan and final expected reports' content and outline, encompassing the above-mentioned objectives. These will be discussed and jointly agreed with the Coordination Team (consisting of representatives of NBS, State Chancellery, from the management and concerned divisions, UN Project staff).

Experts will agree, based on consensus and under the leadership of International Consultant, on the structure/content of reports to be developed and distribution of the specific tasks to be undertaken by each expert and as a team.

### **Activity 3. Provide trainings** on strategic planning. *[during missions 1] [International Consultant responsible for the task with the support of National Consultant]*

This will include two half-day trainings on strategic planning techniques and tools for the senior managers and statistician staff of NBS and other institutions aiming to support the creation of Government's ownership of the process.

### **Activity 4. Carry out extensive consultation with relevant counterparts and stakeholders** *[during missions 1&2 and remotely]*

*[National Consultant responsible for the technical accomplishment of task, under conceptual guidance and leadership of International Consultant]*

Given the specifics of assignment, an extensive and inclusive consultation with relevant counterparts and stakeholders with regard to the topics and tasks of present ToRs would be a mandatory element of the working approach of the experts at all stages of assignment, implemented together with NBS and in coordination with the State Chancellery.

Stakeholders to be involved and consulted would cover data producers and data users, as subjects to statistical process, and include, but not be limited to, line-ministries and their specialized subordinates, civil society, academia, analytical groups, media, donor community, etc.

Optimal composition of the governmental working group/s (consisting of NBS senior, middle management and technical staff, or combined with specialists from outside), to be set by NBS, will be suggested by the International Consultant.

Possible methods to carry out the consultation, besides the classic methods and tools (e.g. consultative meetings, workshop/s or seminars, field visits, in-depths interviews and/or focus-groups with relevant stakeholders, should include online surveys and/or other innovative tools, which will be given priority due to their higher time saving on behalf of respondents, attractiveness, coverage and clearness. These will aim at building capacities, exchange of experience,

collection of inputs on strategic planning and expectations from national counterparts, validation of the first findings and drafted deliverables.

For a comprehensive sector strategy there should be as ambitious exchange of opinions as sufficiently to cover all needs of data producers and user, thus ensuring the transparency of strategy's development.

**Activity 5. Undertake situational analysis of national statistics development and functioning aiming to prioritise the core issues and goals to be addressed by the future strategy of statistical sector** *[drafted remotely and completed during missions 1] [International Consultant responsible for the task with the support of National Consultant]*

On the basis of findings of desk review, as well as the interviews and consultative meetings with concerned stakeholders, the experts will develop an inception report tentatively aiming to assess progress made in regards to implementation of the current strategic goals and objectives; evaluate overall impact on development of national statistics; analyze the challenges and constraints confronted and lessons learnt; identify the weaknesses, results/benefits of the current PDS and the expectations for the new strategic planning in statistics; assess the gaps in the coverage of users' needs as it regards the application of statistics for evidence-based policy-making, etc.

**Activity 6. Develop and agree a draft strategy on development of national statistics** *[drafted remotely and completed during mission 2] [International Consultant responsible for the task with participation/inputs from the National consultant]*

The strategy should address the weaknesses and shortages resulted from the 2013 Eurostat & UNECE Global Assessment of national statistics, as well as to face the challenges required to gradually harmonize national statistics with EU/international requirements and fulfill Government's development strategy and requirements of the EU Association Agreement and Action Plan in the statistics field.

Additionally, this document should serve as a tool (which NBS did not have so far) to motivate holders of administrative sources to provide the access to data and agree on their quality improvement, if the existing legal framework is favorable for relationship to get improved (or what is needed). In this respect, another challenge to be overcome by the new strategy's implementation would be to set the correspondence between the data demanded by national authorities and statistics produced which actually poorly correlate. Thus, the product will cover firstly the core official statistics and secondly crosscutting themes (human resource, compatibility of technology, coordination of data collection, analysis and dissemination) pre-conditions for the success of the core statistics strategies.

Main elements of the expected document could include: priority issues to be addressed, goals and objectives to be achieved, areas and/or sectors to be influenced/involved, main implementers and beneficiaries of future strategy (including the *Advisory Council in Statistics*), M&E framework, estimation of funds to be budgeted, action plan/s for strategy's implementation by the Government, eventual functional changes of the institutions which might be needed to attain the objectives, etc.

**Other activities:** *[tasks for both experts, throughout the assignment]*

- *Facilitate a peer-review* of the strategy and action plan from the high level international experts in the field of statistics and integrate their recommendations in these documents;
- *Establish and maintain a dialogue* with national counterparts and stakeholder, consultants, Project staff;
- *Advocate for the delivered results* and contribute to the increase of awareness and understanding of partner institutions;
- Support the organisation and undertake *public presentation* of results with the participation of concerned partners (national stakeholders and concerned institutions, think-tanks, academia, CSOs, international community), gather and consider their feedback;
- *Mainstream gender equality principles* throughout the process of strategy formulation and ensure that the new document represents a gender-sensitive policy document;
- Develop an *activity report* on consultancy undertaken, including stages passed, resources used, results obtained versus expected, impact of obtained results, risks overcome, problems faced, lessons learned, conclusions and next stage recommendations.

The work of consultants will be led by the International Consultant who will be **responsible for coordination and consistency of produced reports** and additional to the above mentioned tasks, would have to:

1. process the inputs provided by the National Consultant and Project's Coordination Team and set up a common work plan and the methodology;
2. distribute the tasks among the working team members and observe their execution;
3. ensure a common/harmonized approach to the topics and tasks of assignment;
4. provide guidance to the working groups' members throughout the stages of assignment on actions, structure & content of reports to be developed;
5. coordinate the process of consultation with the Project's key partners and relevant stakeholders to validate the key findings of produced reports, to collect and consider their feedback and recommendations for improvement;
6. develop, with the contribution of working groups' members, the synthesis report on the main expected outputs.

Experts will ensure a high level of analytical support, facilitate the communication and cooperation with NBS, State Chancellery and other relevant institutions, perform a team-work together with delegated responsible staff for the successful fulfillment of the formulated tasks.

### Deliverables and Timeframe

Performing the mentioned above activities the expert will be responsible for delivering of the following results/outputs:

Deliverable	Tentative timeframe	Role in execution of deliverable	
		International Consultant	National Consultant
1. Inception report on <b>planning</b> of assignment: - Working approach & methodology by stages of assignment - Vision on organisation of consultation process with the national counterparts - Detailed Action Plan, including outputs' deadlines - Distribution of tasks among expert team members and assistance requested from Project and its partners - Agenda and synopsis of the strategic planning training <i>(to be agreed and approved by NBS and the Project team during mission 1)</i>	1 week from contract date	Responsible for formulation and completion	Contributes with inputs
2. Two half-day <b>trainings on strategic planning techniques and tools</b> for senior management and statistician staff	3 weeks from contract date	Responsible for conceptualization and facilitation	Support/ logistics and co-facilitation
3. <b>Draft situational analysis on needs and gaps</b> of national statistics development and progress made	1 month from contract date	Responsible for formulation	Contributes with inputs
4. <b>Report on results of public consultations</b> with senior management and professionals (from NBS, State Chancellery and concerned national stakeholders) to prioritize strategic goals/objectives and collect inputs for formulation of the strategy	1.5 months from contract date	Responsible for development of consultation tools, facilitation and report formulation	Responsible for organisation, co-facilitation, report formulation
5. <b>Draft National Statistical Strategy</b> and its <b>Action Plan</b>	2 months from contract date	Responsible for formulation and completion	Contributes with inputs and feedback processing
6. <b>Finalized drafts of the National Statistical Strategy</b> and its <b>Action Plan</b> (incorporating feedback from national partners and Project team)	2.5 months from contract date	Responsible for adjustment and completion of deliverables	Contributes with inputs to completion of deliverables
7. <b>Final report</b> on assignment including stages passed, resources used, results obtained versus expected, impact of obtained results, problems faced, lessons learned, recommendations etc.	In 1 week from the date of deliverable 6	Responsible for drafting	Responsible for drafting

All the deliverables should be agreed with the Coordination Team (consisting of representatives of NBS, State Chancellery, from the management and concerned divisions, UN Project staff) and be provided in English, in electronic version.

The success of the given activity can be ensured only by team work of all partners involved via active participation at all the stages of the assignment and the contracted consultants should play the role of guarantor of these joint efforts.

The activities under the present assignment are expected to commence at the **beginning of November 2014** and be completed by the **end of February, 2015**. The consultancy presumes up to **40 working (full) days per each of two consultants. Two missions to Chisinau are envisaged for the International Consultant, 20 days of field work are suggested** and to be confirmed if properly justified by the applicant.

*Note: The mentioned number of working days has been estimated as being sufficient/ feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment, and it can not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the Project and its partners and concerned national stakeholders would be the only criteria for the Contractors work being considered completed and eligible for payment/s.*

## QUALIFICATIONS AND COMPETENCIES

The following qualification criteria will be applied during the selection of the International Consultant and National Consultant:

Qualification criteria	International Consultant	National Consultant
<b>ACADEMIC QUALIFICATIONS:</b>		
Advanced degree in:	<input checked="" type="checkbox"/> Economics, statistics, public administration, international development and/or other related science	<input checked="" type="checkbox"/> Economics, public administration, social and/or other related science
Other formal education relevant for the assignment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>YEARS OF EXPERIENCE:</b>		
At least 7 years of relevant <b>professional experience</b> in:	<input checked="" type="checkbox"/> strategic planning and institutional development of public administration, in particular statistical sector, with a substantial proportion in EU or candidate countries	<input checked="" type="checkbox"/> strategic planning, design and implementation of public policies, institutional development of public sector in Moldova
Experience including substantial participation in <b>analytical</b> works (functional analysis, development plans, assessments, evaluations, reviews, policy advisory, or research work) aiming at:	<input checked="" type="checkbox"/> strategic planning at sector level, institutional development (in particular of statistical offices), evidence-based monitoring in EU or candidate countries	<input checked="" type="checkbox"/> public administration development, evidence-based monitoring of policies, programs, strategies in Moldova
Experience in <b>policy-making</b> processes and results-based management through:	<input checked="" type="checkbox"/> provision and use of evidences for planning, M&E of public policies in EU countries and (as asset) in Moldova	<input checked="" type="checkbox"/> evidence-based planning, designing, M&E of policies/strategies in Moldova
Experience in <b>participatory</b> team-works, joint researches, national/local level consultations, trainings	<input checked="" type="checkbox"/> coordination, leading, coaching, moderation of such activities, in particular on strategic planning	<input checked="" type="checkbox"/> organization, moderation, participation in such activities
Experience of <b>collaboration with Government/s</b> , in particular:	<input checked="" type="checkbox"/> Governments of EU countries and (as asset) in Moldova	<input checked="" type="checkbox"/> Government of the Republic of Moldova and (as asset) in EU countries
Experience of <b>work with development partners</b> , in particular UN/UNDP, EU, etc.	<input checked="" type="checkbox"/> in international projects managed/funded by EU institutions, in particular in statistics	<input checked="" type="checkbox"/> in international projects focused on public sector/s development
<b>COMPETENCIES AND SKILLS:</b>		
Strong <b>knowledge</b> and understanding of:	<input checked="" type="checkbox"/> functioning of official and/or administrative statistics (concepts, regulatory framework, EU/UN standards, best practices) and its interaction with other public sectors	<input checked="" type="checkbox"/> national and/or sector strategic/policy context, public administration reform
Ability to analyse, plan, communicate effectively orally and in writing, draft reports, solve problems, organize and meet expected results, adapt to different environments (cultural, economic, political and social)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
English and Romanian <b>languages</b> proficiency;	<input checked="" type="checkbox"/> Excellent English, knowledge of Romanian and/or Russian is an asset	<input checked="" type="checkbox"/> Romanian-excellent, Good skills in oral and written English

<i>PERSONAL QUALITIES AND OTHER REQUIREMENTS:</i>		
Good interpersonal skills, solid judgment/decision making, initiative and creativity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ability to be independent, impartial and credible in a challenging environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Availability to work with UN and Project's national stakeholders during the indicated/approved period	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Adherence to UN's values and ethical standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cultural and gender sensitivity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

## **MANAGEMENT and INSTITUTIONAL ARRANGEMENTS**

The experts will work under the guidance of and in close cooperation with the National Bureau of Statistics management for substance aspects of the assignment, and under the direct supervision of the Project Manager for administrative and financial aspects.

The consultants will submit all reports to the NBS appointed representative and Project Manager who is responsible for approving the reports and deliverables (with prior coordination with the Coordination Team), as well keep them updated on the progress on regular basis.

The NBS will provide consultants with working space, access to Internet, a printer and a telephone line. Also, consultants will be provided with the necessary administrative and logistical support to enable them deliver on the expected outputs.

## **PERFORMANCE EVALUATION**

Contractors' performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, quality of the delivered products and their conformity with the present ToRs.

## **FINANCIAL ARRANGEMENTS**

Candidates are required to submit an aggregated financial offer (is the total sum of all financial claims of the candidate for accomplishment of the task), which includes proposed consultancy fee, travel costs, visa costs (if required), per diem (for accommodation, meals and local transport / communication). UNDP shall not accept travel costs exceeding those of an economy class ticket.

Payments will be disbursed in instalments upon submission and approval of high-quality deliverables and certification by National Coordinator & Project Manager, that the services have been satisfactorily performed.

## **Documents to be included when SUBMITTING the PROPOSALS:**

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

1. Technical Proposal including:
  - brief explanation of how the Applicant responds to each of the qualification requirements and why he/she is the most suitable for the work;
  - own vision and working approach in undertaking the assignment, including justification for field work;
  - 1-2 samples of similar work undertaken previously (or link to access them online).
2. Personal information (as a detailed CV or as a Personal History Form /P11) including records on past experience in similar projects/assignments and concrete outputs obtained;
3. Financial proposal (in USD, specifying a total lump sum amount including all related costs, e.g. fees, per diems, travel costs, phone calls etc. and the number of anticipated working days).



## REFERENCE and SUPPORTING DOCUMENTS

- National Development Strategy „Moldova 2020”, <http://www.cancelaria.gov.md/lib.php?l=ro&idc=435&nod=1&>
- RM-EU Association Agreement, [http://europa.eu/rapid/press-release MEMO-14-430\\_en.htm](http://europa.eu/rapid/press-release_MEMO-14-430_en.htm)
- Public Administration Reform Roadmap 2014-2020 “Modernization of the public administration in the European integration context” (to be provided via email)
- United Nations Partnership Framework 2013-2017, [http://unfpa.md/images/stories/docs/UN-Moldova\\_Partnership\\_Framework\\_2013-2017.pdf](http://unfpa.md/images/stories/docs/UN-Moldova_Partnership_Framework_2013-2017.pdf)
- Law on official statistics no. 412 as of 9.12.2004, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=312436>
- Programs of Statistical Works, <http://www.statistica.md/pageview.php?l=ro&idc=323&>
- Programme of Strategic Development (PSD) of National Bureau of Statistics for 2012-2014, <http://www.statistica.md/pageview.php?l=ro&idc=152&>
- Report on evaluation of institutional capacities of NBS, by Sergiu Ostaf, 2008 (available in Romanian) (to be provided via email)
- Report on the institutional and functional analysis of the National Bureau of Statistics (NBS) of the Republic of Moldova, by Daniela Ștefănescu, International Consultant for UNDP Moldova, 2008 (available in Romanian and English) (to be provided via email)
- Data users’ satisfaction survey with NBS data and services, 2012-2013, <http://www.statistica.md/pageview.php?l=ro&idc=399&id=2740>
- EU Statistical requirements compendium, <http://epp.eurostat.ec.europa.eu>
- Adapted Global Assessment of the National Statistical System of Moldova by Eurostat and UNECE, 2013, [http://www.unece.org/fileadmin/DAM/stats/documents/technical\\_coop/GA\\_Moldova\\_EN.pdf](http://www.unece.org/fileadmin/DAM/stats/documents/technical_coop/GA_Moldova_EN.pdf)
- Regulation (EC) No 223/2009 of the European Parliament and of the Council of 11 March 2009 on European statistics, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:087:0164:01:EN:HTML>
- European Statistics Code of Practice, [http://epp.eurostat.ec.europa.eu/portal/page/portal/quality/code\\_of\\_practice](http://epp.eurostat.ec.europa.eu/portal/page/portal/quality/code_of_practice)
- Fundamental Principles of Official Statistics, <http://www.unece.org/stats/archive/docs.fp.e.html>
- Guide on development of strategic development programmes, <http://www.cancelaria.gov.md/category.php?l=ro&idc=425&>