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## TERMS OF REFERENCE

- A. Job Title:** International Consultant on Community Based/Oriented Policing.  
**B. Duty Station:** Home-based with 2 (two) missions to Chisinau, Republic of Moldova  
**C. Project reference:** Support to Police Reform in the Republic of Moldova  
**D. Contract type:** Individual Contract (IC)  
**E. Duration of assignment:** September-November 2015 (up to 50 working days)

### F. Background:

Justice sector reform represents a major objective of the Moldovan Government, reflected prominently in the government programme European Integration: Liberty, Democracy, Welfare 2011–2014, as well as other programmes and strategies, such as: in Moldova 2020, The EU-Moldova Visa Liberalization Action Plan, The National Human Rights Action Plan, 2011–2014, The Justice Sector Reform Strategy for 2011-2016, The Concept Paper on the Reform of the Ministry of Internal Affairs, etc.

The overall objective of the *"Support to Police Reform in the Republic of Moldova"* project is to strengthen and support the comprehensive efforts in police reform in the Republic of Moldova. The project seeks to further strengthen the capacities of national stakeholders in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of police reform, but which have not received a relevant attention yet.

The Concept Paper on the Reform of the Ministry of Internal Affairs (hereinafter: the Concept Paper)<sup>1</sup> is the key document for the purposes of police reform. The Concept Paper was accompanied by the corresponding Action Plan.<sup>2</sup>

One of the principles of the Ministry of Internal Affairs (MIA) reform enshrined in the Concept Paper is the principle of decentralization, which is aimed at creating feasible conditions for involving local communities and public authorities in the activities on maintaining public order through establishing community policing and implementation of the principles of institutional cooperation (par. 4 of the Concept Paper). The implementation of community policing through its legislative recognition and delimitation of the areas of competence between state and local police authorities is also seen as an objective of the MIA reform.

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<sup>1</sup> Approved through *the Government Decision no. 1109 of 06 December 2010*; available in Romanian here: <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=337008>

<sup>2</sup> Approved through *the Government Decision no. 439 of 16 June 2011*; available in Romanian here: <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=338965>

The Concept Paper recognizes the necessity to focus the attention and efforts of the police to the interests of local communities in the process of the reform. It defines 'community policing' as 'police activities in partnership' and 'police activity with the involvement of communities'. It is supposed to increase police's receptiveness to the needs of community, to contribute to more active involvement of community in identifying and solving the problems of the community's security through partnership activities. These objectives are aimed predominantly at the maintenance of public order and security, ensuring law enforcement, protection of fundamental human rights and liberties, protection of private life, prevention and combating of crime, providing society with quality help and necessary services to reduce the level of public disorder and social decline.

In the area of community policing, besides the delimitation of powers between state and local police mentioned in the Concept Paper, the project aims at strengthening links between the police and community. Community based policing is a concept and a model of institutional modernization of police, wherein the police forces become more responsive to the needs of the community they serve. Within this concept the police and the community form a partnership in order to solve local problems, provide security and safety, prevent and deter crime, and report suspicious activities. They relate to each other as partners, not adversaries. The partnership between the police and community will be the basis for public interaction with the police and restoration of the community's confidence in the police officers' ability to be an effective, professional law enforcement body.

Bringing the police closer to people will also help to increase society's trust in the work of the police and other justice related institutions, thus contributing to the implementation of the Justice Sector Reform Strategy. The goal of this component of the project is to strengthen the police's ability to deter and prevent crime by establishing a partnership with the surrounding community.

The activities under this component will focus on: 1) modelling a police station in line with the concept of community based policing, and 2) strengthening professional capacities in community based policing.

A 'storefront' community police station has been designed and will be equipped by the end of 2015 to provide a proper model for efficient and visible community policing strategy and provide the public and the police with a tangible example of police modernization and reform. It is supposed to be a change that is highly visible and to provide the public with results immediately. The successful implementation of this project component can trigger the replication of the model throughout Chisinau and Moldova.

The other sub-component will focus on capacity building activities. Thus, the first line patrol officers and their supervisors assigned to the police station (approximately 20 people) selected for remodelling in line with the concept of community based policing should be trained in community policing strategies and tactics, patrol techniques, problem solving, and critical thinking. The training should include both theoretical and practical instruction.

For the effective implementation of the objectives of the project it is also necessary to conduct preliminary assessment of the existing state of affairs in community policing in Moldova, to establish the existing problems, evaluate the needs for further measures and provide recommendations to increase the capacity of the Moldovan police to introduce and apply the best practices of community based policing.

## **G. Objective:**

The main objective of this consultancy is to analyse and assess the current level of implementation (including the existing capacities of the Moldovan police and the regulatory framework) of community based policing in the Republic of Moldova and produce a set of strategic recommendations on necessary measures to implement the best international practices of community policing, as well as to conduct basic trainings for the Moldovan police officers on community policing practices.

## **H. Scope of work and expected outputs:**

In order to achieve the objectives the International Consultant shall perform the following tasks:

- Produce a preliminary plan of activities and methodology of research necessary to accomplish the objectives of the assignment and produce the deliveries provided in the present terms of reference;
- Conduct a research to analyse and review the current status and level of implementation of the principles and practices of community based/oriented policing in the Republic of Moldova;
- Analyse the current structure of Moldovan police (state and local), review its technical means and existing capacities to follow the principles of community oriented policing and apply the best practices in this field;
- Analyse relevant provisions of Moldovan legislation to assess their adequacy for ensuring the effective implementation of community based policing principles;
- Analyse the existing training programmes (if any) on community policing for Moldovan police officers, assess their further needs in specialized training in community policing and elaborate respective recommendations on further development of professional trainings (initial and continuing), their general structure and principles;
- On the basis of the analysis performed produce a preliminary report with the key findings on the current level of implementation of community policing principles and practices in Moldova, its regulatory and organizational framework, existing training programmes on community policing for Moldovan police officers and the needs assessment for further improvement of training programmes and capacities development of the Moldovan police in the sphere of community policing. The report will also include the examples of implementation of community oriented policing principles and practices in other countries.
- Produce a set of recommendations of strategic and conceptual character on further measures to implement the principles of community based policing, advise the GPI and MIA on the issues of community policing.

The recommendations will include technical (specifying necessary equipment and other technical tools), operational (focusing on processes, management and training) and structural (proposals on organizing and structuring the police units responsible for the implementation of community policing) measures to ensure the effective implementation of community policing in the Republic of Moldova.

- Advise the GPI and MIA on necessary facilities and equipment for police stations to ensure the effective use of community policing practices.
- Develop the curriculum for the training programmes on community policing (initial and continuing) to be provided to Moldovan police officers;
- Conduct trainings to the officers of the renovated 'storefront' police station and other

officers that will be selected by the GPI. The trainings shall include: introduction to community policing, main techniques and skills used in community policing, basics of communication between the police and the community.

- Produce a comprehensive report with the analysis of the existing level of implementation of community based policing in Moldova, the adequacy of currently implemented and intended measures to apply the principles and techniques of community policing and overall capacities of the Moldovan police to conduct community based/oriented policing, the recommendations to increase the capacities of the Moldovan police to apply effective community policing practices, including the recommendations and curriculum for the respective training programmes (initial and continuing) for the Moldovan police forces;
- The International consultant is expected to hold debriefing meetings and consultations with the representatives of GPI and MIA to present the results of the research and advise the police on the measures proposed for implementation.

#### I. Deliverables:

	Deliverable	Deadline
1.	Preliminary plan of activities, methodology of research and key issues that will be covered by trainings.	By 04 September 2015
2.	Fact-finding mission to the Republic of Moldova completed; report on the mission activities presented.	By 18 September 2015
3.	<p>Preliminary report that will include, <i>inter alia</i>:</p> <ul style="list-style-type: none"> <li>- key findings of the current practices assessment and legislative framework analysis focusing on existing problems and obstacles for effective implementation of community based policing in Moldova;</li> <li>- assessment of the existing capacities of the Moldovan police for the effective implementation of community policing practices;</li> <li>- community policing training needs assessment;</li> <li>- examples of community policing principles implementation in other countries.</li> </ul> <p>The report should be based on the preliminary assessment of the current use of community oriented policing practices in the Republic of Moldova, analysis of the legislative framework for the implementation of community policing in Moldova and the needs assessment performed.</p>	By 02 October 2015
4.	Curriculum developed for training programmes on community policing (initial and continuing) for Moldovan police officers.	By 16 October 2015
5.	Final report containing the recommendations and solutions for the effective implementation of community policing practices in the Republic of Moldova and increase of the capacities of the Moldovan police in this field, including the curriculum for the respective training programmes.	By 23 October 2015

6.	Second mission to Moldova: 1) Trainings on community policing for police officers completed with the brief report presented on the training details; 2) Presentation of the final report, the curriculum and debriefing meetings.	By 06 November 2015
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Deliverables can be amended or specified for the purpose of the assignment.

#### **J. Organizational Setting:**

This is a part-time consultancy. The International Consultant will work under the direct supervision of and in cooperation with the UNDP Programme Analyst. The International Consultant will work outside the project premises. Two missions (of up to 5 working days each) to Chisinau, Moldova are envisaged under this assignment (one for field visits and information collection at the beginning of the assignment and one at the end of the assignment for conducting trainings to police officers and presentation of the final report and recommendations).

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

The Consultant may hold (if necessary) meetings with the representatives and responsible officials of the GPI and MIA, with police officers, and will, if necessary, visit police stations and units involved in carrying out community policing and other related institutions.

#### **K. Inputs:**

The UNDP Moldova 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.

Additional inputs can be requested from the GPI.

The National Consultant who will support the activity of the International Consultant will also provide necessary inputs and information relevant for the tasks of the International Consultant.

#### **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:**

##### **I. Academic Qualifications:**

- Master's Degree or equivalent (5-year university education) in Law, Public administration, Political or Social sciences, Human Rights, in a field related to police administration, criminal justice or other relevant field;
- Required master's degree may be substituted by a bachelor's degree AND extensive (at least 5 years) relevant professional experience at a **command level** in police administration, law enforcement, crime prevention, criminal justice or other relevant field.

II. Years and sphere of experience:

- At least 7 years of experience in areas of police administration, law enforcement, crime prevention, community policing or other related field;
- Previous experience of working at senior level in a community policing-related area is an asset;
- Previous experience 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 is an asset;
- Proven experience in working with international or local organizations on similar assignments (successful experience in working with UN agencies) is an asset.

III. Competencies:

- Knowledge of the concept of community based/oriented policing, its principles, techniques, tools and practices and of the problems related to the implementation of community oriented policing principles and practices;
- Knowledge of the human rights situation in the Republic of Moldova and a wider regional context is an asset;
- Fluency 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, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, creativity, flexibility and punctuality.