

TERMS OF REFERENCE

Job title:	International Consultant/Adviser on Strategic Planning
Duty Station:	Chisinau, Republic of Moldova
Reference to the project:	Democracy Programme / Elections
Contract type:	Individual Contract (IC)
Expected workload:	22 working days (with two missions to Moldova) during October – December 2015
Indicative starting date:	19 October 2015

Job content

1. BACKGROUND

UNDP Moldova Democracy Programme/Elections (further referred as Programme) is a multi-year institutional development programme that supports strategic development of the Central Electoral Commission of Moldova (CEC) and the Centre for Continuous Electoral Training (CCET) with the aim to strengthen the capacity of electoral administration to deliver professional, transparent and efficient electoral processes.

Overarching goal of the Programme is to improve the democracy in Moldova through modernization of the electoral processes, through free and fair elections representing the will of the people and which are fully in line with the international standards and best practices. This objective is to be reached through support in development of the capacities of electoral administration on central, regional and local levels to deliver inclusive and professional elections improved and gender and human rights mainstreamed.

In 2011, the Center for Continuous Electoral Training was created as a public institution by the decision of the Central Electoral Commission No. 1030 as of 09 December 2011, based on article 26 of the Electoral Code of the Republic of Moldova with the objective to organize and deliver trainings and certification of Moldovan electoral officials and other stakeholders.

In line with its main objective, the CCET fulfils functions such as preparing and disseminating didactical and informative materials, studies, methodological and scientific researches; proving analysis, consultancy and expertise services; creating partnerships and cooperating with educational institutions in developing training programs in order to deliver the best electoral practices to the people involved in the organization and development of the elections in Moldova.

To ensure a continuous development, transparency, performance improvement and efficient management of the CCET, the Programme intends to contract an international consultant to develop a Strategic Plan for the CCET based on international best practices and methodological tools and provide training to the CCET staff on strategic planning.

2. OBJECTIVES

The Programme intends to contract an international consultant (further referred to as "consultant") to provide support to the development of the Strategic Plan for CCET based on international best practices and methodological tools. The Consultant will also share experience about the elaboration of strategic plans in other countries and transfer knowledge on strategic planning techniques and tools with a view to help create ownership of the process through coaching, trainings and joint workshops with CCET staff.

To achieve the stated objectives and to ensure preparation of relevant, concise and clear deliverables, the International Consultant will be responsible to:

1. Conduct a comprehensive desk review of all relevant documents;
2. Familiarise herself/himself with the mission and vision of the CCET;
3. Carry out interviews with the CCET staff;
4. Identify and analyse the challenges and constraints confronted by the CCET in its daily activities;
5. Assess the current and future capacity needs of CCET in order to articulate long and short term goals and priorities;
6. Develop a draft Strategic Plan containing sections including but not limited to:
 - vision,
 - mission statement,
 - PEST&PESTEL/SWOT/Porter's Five Forces/IFE&EFE Matrices/Benchmarking/VRIO/Value Chain analysis,
 - overall objectives and activity plan with detailed activities,
 - mechanism to monitor progress towards set objectives including baseline and qualitative and quantitative indicators.
7. Coach and provide training to the CCET staff on strategic planning, using strategic planning techniques and tools, and monitoring and evaluation;
8. Conduct a three days' workshop jointly with CCET with a view to finalise the Strategic Plan;
9. Undertake 2 missions to Chisinau, Moldova, according to the following tentative schedule:
 - 2 November – 6 November, 2015
 - 30 November – 4 December, 2015
10. Perform any other relevant tasks that may be assigned by the Programme and CCET.

3. KEY DELIVERABLES AND TENTATIVE TIMETABLE*

Key deliverables:	Indicative Timetable
Preparatory work: Inception study and analysis of available developed and submitted	2 WD 23 October
Deliverable #1: Detailed work plan to be applied for the respective assignment prepared and submitted for approval	1 WD 26 October
Deliverable #2: Two half-day trainings on developing strategic plans and using strategic planning techniques and tools conducted (to be delivered during 1 st mission to Moldova between 2-6 November)	1 WD 6 November
Deliverable #3: A draft of the CCET Strategic Plan developed and submitted for approval (time-table includes meetings and discussions to be held during 1 st mission to Moldova between 2-6 November)	9 WD 25 November
Deliverable #4: One three days' workshop on finalizing the Strategic Plan (to be delivered during 2 nd mission to Moldova between 30 November – 4 December 2015)	3 WD 4 December
Deliverable #5: The Final draft version of the Strategic Plan submitted for approval	4 WD 10 December
Deliverable #6 The Final Report** developed and submitted for approval	2 WD 15 December

*) This is a tentative timeframe, while the final dates for providing trainings will be confirmed after the consultations with the CCET;

**) The final report should contain but not limited to:

- Overview of the assignment and the activities during the implementation, including lessons learned;
- General conclusions and recommendations for the CCET on Strategic Plan implementation.

4. INSTITUTIONAL ARRANGEMENTS

The timeframe for the work of the consultant is planned throughout October – December 2015. The consultancy should involve a total of 22 working days out of which 10 shall be in Moldova. The remaining 12 working days are

home-based (exact schedule is to be coordinated in advance). The consultant will be provided with the necessary administrative and logistical support to enable the delivery of the expected outputs. The consultant will work under the overall guidance of the UNDP Senior Project Officer and in close collaboration with designated CCET staff.

All deliverables must be submitted in English language to the UNDP Senior Project Officer in electronic form in accordance with the initially agreed schedule. Payments will be done in three instalments: 20% after approval of Deliverable #1, 60% after approval of the deliverables #2, #3 and #4, and 20% after approval of the Deliverable #5 and #6.

5. QUALIFICATIONS AND SKILLS REQUIRED

I. Academic Qualifications:

- Master's degree or equivalent in Political Sciences, Public Administration, International development or related fields; Bachelor's degree combined with 7 years of relevant professional experience in advising/implementing/developing strategic plans would be considered as the equivalent to the Master's Degree;

II. Years of experience:

- A minimum of 5 years of relevant professional experience in developing Strategic Plans and/or other relevant strategic policy documents in Central European Region;
- A minimum of 3 years of working experience in the field of election administration, democratic governance, public administration, development, including participatory strategic planning, monitoring and evaluation;
- At least 3 trainings/workshops conducted on strategic planning;
- Experience in working with election management bodies, Parliament, Government and/or international organizations, including UN agencies is an asset.

III. Competencies:

- Sound knowledge about results-based management (especially results-oriented planning, monitoring and evaluation);
- Extensive research and analytical skills;
- Excellent writing and oral communication;
- Leadership skills and ability to work with teams;
- Knowledge of UN system and UNDP is an asset;
- Fluency in English. Knowledge of Romanian and/or Russian will be considered as asset.

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.

UNDP 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.

6. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS:

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

- a. Proposal: explaining why they are the most suitable for the work including past experience in similar Projects (please provide brief information on each of the above qualifications, item by item);
- b. Financial proposal (LUMP SUM) in USD, specifying in a total requested amount per day, including all related costs, e.g. DSA, travel, phone calls etc.). UNDP shall not accept travel costs exceeding those of an economy class ticket;
- c. P-11, personal CV and at least 3 references.