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TERMS OF REFERENCE

- A. Job Title:** International Consultant on strategic development for the Police and Ministry of Internal Affairs from Moldova
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Support to Police Reform in Moldova
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** Up to 200 working days during February – December 2017

F. Background:

The Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (2010), stated, in particular, the need to reform the Ministry of Internal Affairs and its units in a comprehensive manner to bring them closer to the community they serve. While the demands of the population for public services are constantly increasing, the Ministry of Internal Affairs' units are not always meeting these expectations.

The reform of Police became one of the major goals of the Moldovan Government which pursues to increase the efficiency of Police and the level of the population's trust in Police. The Police Development Strategy 2016-2020¹ aims at establishing a Police force serving the interests of citizens and community. This document sets the reform direction the Police should follow during the upcoming years with a focus on modernization of Police operation, increasing efficiency, accountability and transparency, strengthening the crime response capacities and mainstreaming the respect for human rights in Police activity.

The Ministry of Internal Affairs (MIA) and the General Police Inspectorate (GPI) are the main actors of this reform process. The institutional component of reform, reflected through the ongoing structural changes within Police bodies, needs to be supplemented by advice and support in developing the capacities of main actors to address the priority policy areas in a comprehensive manner.

Thus, the overall objective of the *Support to Police Reform* Project is to strengthen and assist the comprehensive efforts the national stakeholders are undertaking to reform the Police forces in the Republic of Moldova. The proposed overall objective will be achieved by implementing the following project components:

1. Enhancing the capacities of the General Police Inspectorate staff in the area of crime scene management, evidence collection and primary crime response;
2. Strengthening the linkages between the police and community in the framework of the overall police reform;
3. Strengthening the capacities of the General Police Inspectorate to comprehensively implement and report/communicate on police reform agenda.

¹ <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=364882&lang=1>

The current individual consultancy is part of the Embedded Advisors Program, included into the third Project component. The support under this program aims at enhancing the ability of MIA and GPI to design and implement reform activities in line with strategic reform directions defined, primarily focusing on structural and institutional changes, legislative reform, organizational efficiency, human rights, anti-corruption, etc. Embedded advisors will have the advantage of working side by side with beneficiaries, understanding problems first hand and offering practical advice and expertise.

The strategic advice to be provided under this consultancy will help the Police to achieve the reform goals and strengthen its role in the democratic society, raise the quality of performed work, increase public trust, and enhance cooperation with national and international partners.

The Ministry of Internal Affairs and the General Police Inspectorate shall be the main partners for this activity and will provide the necessary conditions of work and information for the embedded consultant.

G. Objective:

The Consultant will provide strategic advice and assistance to the Ministry of Internal Affairs and the General Police Inspectorate for the implementation of reforms in line with Police Development Strategy with a particular emphasis on the institutionalization of a new inclusive Police human resources system and establishing the joint law enforcement training centre. This will contribute to achieving enhanced institutional capacities of MIA and GPI to design, develop and implement reform activities. The Consultant will ensure analytical and advisory support, facilitating the communication and cooperation with different stakeholders, including minority and vulnerable groups, on Police reform related issues.

The Consultant will also coach and support the staff of the project implementation units, established within MIA and GPI for the purpose of implementation of the Police Development Strategy, and will provide daily transfer of knowledge towards strengthening the Beneficiaries' capacities to engage in strategic reform processes.

The assignment shall be carried out in close cooperation with the EU High Level Advisers deployed at MIA and GPI.

H. Scope of work and expected outputs:

In order to achieve the objective, it is foreseen that the Consultant will:

- Conduct a desk review on the current situation concerning the progress of Police reform and the implementation of the Police Development Strategy;
- Prepare a detailed working plan for the assignment, including baselines, targets and indicators;
- Conduct the review of the Police human resources system (including institutional and regulatory frameworks) currently in force;
- Develop the concept of the new human resources system of Police (including recruiting, promotion, career development, individual and collective performance indicators, mainstreaming of gender, diversity, equality and non-discrimination, collection of staff related disaggregated data) in line with Police Development Strategy and other applicable policy documents;
- Conduct extensive consultations with the MIA/Police management, police officers, civil society and other relevant stakeholders, including women, minority and vulnerable groups, to set a clear common understanding of the new Police's human resources system and get a stronger buy-in on behalf of those who will implement it;

- Provide assistance in drafting human resources related rules/regulations/protocols/manuals/standard operating procedures required for the operationalization of the new human resources system of Police (mainstreaming gender, diversity, equality and non-discrimination, collection of disaggregated data);
- Conduct an assessment on the Code of Ethics of Police Officer, including the practice of its application, propose and justify amendments, where necessary;
- Draft a concept/roadmap on the operationalization of the joint law enforcement training center (steps to be taken, relevant actors to be involved, good practices, etc.) and consult it with relevant stakeholders;
- Review the coordination mechanism(s) established for the implementation, monitoring, evaluation and reporting on the progress of the Police Development Strategy, propose and justify amendments, where necessary;
- Conduct the needs assessment of MIA/Police's project implementation units, draft capacity development plans with a focus on identified needs;
- Provide in-service training and knowledge transfer, guidance and expert input to the staff of the project implementation units on daily operations;
- Provide strategic advice to MIA/Police management on issues related to the implementation of Police Development Strategy;
- Conduct periodic internal assessment of the progress towards set targets, highlighting any bottlenecks and potential solutions (to be reflected in monthly progress reports and final report);
- Coordinate with other assistance initiatives supporting or assisting the Police reform efforts;
- Act as the subject matter expert for the donor organization supporting the project;
- Assist the donor organization supporting the project in designing specific institutional development programs based on identified needs and existing capacities;
- Collaborate with all relevant stakeholders and partners throughout the entire period of the assignment;
- Submit required reports;
- Perform any other assignment related tasks.

I. Deliverables:

#	Deliverable	Tentative timeframe
1.	Desk review on the current situation concerning the progress of Police reform and the implementation of the Police Development Strategy conducted; Detailed working plan for the assignment, including baselines, targets and indicators, prepared.	February 2017
2.	Coordination mechanism(s) established for the implementation, monitoring, evaluation and reporting on the progress of the Police Development Strategy reviewed, amendments proposed; Needs assessment of MIA/Police's project implementation units conducted, capacity development plans with a focus on identified needs drafted	March 2017
3.	Review of the current Police human resources system conducted; Concept of the new human resources system of Police developed in line with Police Development Strategy and other applicable policy documents	April 2017

4.	Consultations with the MIA/Police management, police officers, civil society and other relevant stakeholders, including women, minority and vulnerable groups, on the new Police's human resources conducted	May 2017
5.	Concept/roadmap on the operationalization of the joint law enforcement training center drafted and consulted with relevant stakeholders	June 2017
6.	Assessment on the Code of Ethics of Police Officer, including the practice of its application conducted	July 2017
7.	Assistance in drafting human resources related rules/regulations/protocols/manuals/standard operating procedures required for the operationalization of the new human resources system of Police provided	November 2017
8.	In-service training and knowledge transfer, guidance and expert input to the staff of the project implementation units on daily operations provided	Throughout the assignment period
9.	Strategic advice to MIA/Police management on issues related to the implementation of Police Development Strategy provided	Throughout the assignment period
10.	Coordination with other assistance initiatives supporting or assisting the Police reform efforts ensured	Throughout the assignment period
11.	Monthly progress reports (in English) submitted	By the 5 th day of the next month
12.	Final narrative report (in English) submitted	15 December 2017

Deliverables can be amended or specified for the purpose of the assignment.

Payment will be made monthly upon the submission and approval of the progress report by the UNDP Project Manager and the representative appointed by the beneficiary institution.

J. Organizational Setting:

This is a full-time (Chisinau-based) consultancy. The Ministry of Internal Affairs and the General Police Inspectorate are the main beneficiaries of this consultancy. The Consultant will be based within the premises of Ministry of Internal Affairs and will work under the general guidance of the MIA senior management and in collaboration with the MIA/GPI's staff – for substantive aspects of the assignment, and under the direct supervision of the UNDP Moldova Justice and Human Rights Project Manager – for the administrative aspects of the assignment.

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

K. Inputs:

The MIA will provide the Consultant with working space, access to Internet, printer and telephone landline. The MIA/GPI and the Project 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. UNDP Moldova Justice and Human Rights Programme Analyst will provide the Consultant with inputs on gender and diversity mainstreaming, non-discrimination, collection of disaggregated data and other emerging human rights issues.

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 and skills required:

I. Academic Qualifications:

- Master's Degree or equivalent (5-year university education) in Law, Police Studies, Public Administration, Criminal Justice or other relevant field;

II. Years and sphere of experience:

- At least 10 years of continuous professional experience in the area of internal/home affairs, police administration/management, law enforcement or criminal justice;
- At least 5 years of professional experience at a command level in internal/home affairs, police administration/management or law enforcement;
- Professional experience in Central and Eastern Europe on similar assignments in internal/home affairs, police administration/management or law enforcement areas.
- Experience in working with UN agencies is an asset;
- Proven record of providing advice at senior level on reforming the human resources system of Police with gender and diversity mainstreaming in police staff (or other law enforcement agency) or establishing specialized training centre for law enforcement bodies is an asset.

III. Competencies:

- Proven competencies 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 mainstreaming human rights and gender there is an asset;
- Solid understanding of and ability to apply communications tools and techniques, including the ability to analyse and use research data;
- Demonstrated skills in knowledge transfer techniques, such as coaching and mentoring, design and delivery of presentations and training programs;
- Proficiency 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, is respectful of differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, creativity, flexibility and punctuality.

The 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 noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.