



*Empowered lives.
Resilient nations.*

TERMS OF REFERENCE

Job Title:	National Consultant to support the Ministry of Education in the implementation of the structural reorganization process
Duty station:	Chisinau, Moldova
Reference to the project:	'Transitional Capacity Support for the Public Administration of Moldova'
Contract type:	Individual Contract (IC)
Starting date:	December, 2012
Duration of assignment:	6 months

Job content

I. Context:

The project "Transitional Capacity Support for the Public Administration of Moldova" was designed upon the request of the Government of Moldova to enhance capacities of the Moldovan Central Public Administration in order to accelerate the reform process and achieve Moldova's short- and medium term development goals. The project seeks to address urgent short-term capacity needs of the public administration, through provision of Capacity building consultants (CBC), at a time when Moldovan central government institutions face serious financial and human resources gaps. In addition to helping the Government pursue critical reform priorities, the intervention is designed to catalyze the on-going implementation of central public administration reform. It is coordinated and managed by the United Nations Development Program (UNDP) and State Chancellery of Moldova and will complement on-going work by other donors.

The Moldovan diaspora and non-governmental sector, including the private and civil society sectors, would be the main source for such consultants, who can be employed on an open competitive basis for a defined period. CBC would be engaged and their TORs defined in a way that would protect the integrity of the civil service work to strengthen its intrinsic capacity. The project needs to guard against subtracting capacity from the civil service. In most cases, the sub-projects will be composed of national consultants – professionals who provide advice, coaching, and skills that are not expected to be performed on a permanent basis by the civil service.

The Government Program "European Integration: Freedom, Democracy and Welfare" (2011-2014) envisages that the educational system of the country needs to be brought in line with the EU standards and requirements alongside three main pillars: pre-university education; higher education and research; and induction and continuous training of civil servants. In line with these strategic objectives, the Ministry of Education, the central authority of public administration charged with the development and implementation of the state policy in education, has the mission of developing and promoting the state policy in education in line with the international standards of social and economic development,

developing education strategies, ensuring continuous modernization and alignment with the European education system, and providing access to education, research and professional development for all citizens of the Republic of Moldova.

It is acknowledged that the implementation of the on-going reforms in the education sector requires a re-organization of the current structure of the Ministry of Education for a better alignment to the existing needs and policy priorities in this area. Several reviews have taken place in the previous periods, one them being a report from 2007 analyzing the policy development, monitoring and evaluation functions of the ministry. It highlights some key areas which are in need of change. The Ministry is currently planning an up-date of the existing information, and a more detailed analysis to be undertaken with the support of the Human Resource Department of the State Chancellery of Moldova.

In this context, the Ministry of Education has requested the support of an experienced expert to strengthen Ministry's capacities to undertake the updating of the structural review and a more detailed analysis of selected functional areas, and to start the implementation of the critical reorganization activities.

Objective of the assignment: The National Consultant will provide assistance in the process of up-dating the structural review of the Ministry of Education, and undertake a more detailed analysis of specific functional areas of competence of the Ministry of Education, through the prism of the existing needs and requirements. The consultant will also support the implementation of the relevant re-organization activities, based on the results of the undertaken analysis.

Organizational setting: The National Consultant will work under the general guidance and management of the Vice-Minister of the Ministry of Education, and in close coordination with the Department for Policy, Strategic Planning and External Assistance of the State Chancellery and under the direct supervision of the UNDP Program Officer/Consultancy Coordinator for administrative and authorization aspects. The National Consultant will report on his/her activities, progress and findings to the Vice-Minister of the Ministry of Education on a monthly basis.

The Consultant will closely coordinate with the EU High Level Advisory Mission in the Ministry of Education, work as a team with other TCS National Consultants at the Ministry and with other UNDP and donor projects.

II. Scope of work and expected outputs: The National Consultant will provide assistance in the process of up-dating the structural review of the Ministry of Education, and undertake a more detailed analysis of specific functional areas of competence of the Ministry of Education, through the prism of the existing needs and requirements. The consultant will also support the implementation of the relevant re-organization activities, based on the results of the undertaken analysis.

In order to achieve these proposed objectives, the National Consultant will be responsible for:

- Detailed analysis of background documents and the existing regulations of the Ministry of Education and subordinated institutions, and of the regulations guiding each individual Department/Direction/Institution against existing legal and institutional requirements of the Government of Moldova, as well as the current and expected needs and priorities of the Ministry of Education;
- Carrying out interviews with relevant stakeholders within the Ministry of Education and other relevant government institutions, under the guidance of the Vice-Minister, to develop an understanding of the actual competencies and functions carried out and how these compare with the relevant regulations;
- Developing an organizational mapping of the Ministry of Education, its subordinated institutions and their relationship with bodies implementing, monitoring, and evaluating education policy on local levels;
- Drafting a Structural Review Report, including above analysis as well as recommendations for changes – e.g. regulations, re-organization of the structure, number of staff, job objectives etc;
- Undertake detailed analysis of selected functional areas of competence, based on the conclusions of the Structural Review Report and under the guidance of the Vice-Minister, which require a more in-depth consideration and recommendations.

- Providing support to the Ministry of Education (in particular to the head of the Human Resources Department) with the implementation of the proposed structural changes – e.g. amending regulations; job descriptions; providing necessary guidance and assistance to Ministry's staff;
- Providing support with the elaboration of a training needs assessment of the Ministry of Education staff, and of a detailed Training Plan;
- Support the inclusion of the required changes into Ministry's Strategic Development Plan.

III. Deliverables

Nr.	Deliverables	Timetable/Deadlines
1.	Familiarization with the situation in the Ministry of Education, and preparation of a detailed approach and action plan for the assignment;	December, 2012
2.	Detailed analysis of the existing Regulations of the Ministry of Education, and of the Regulations guiding each individual Department/Direction;	December, 2012 / January, 2013
3.	Stakeholder interviews;	January, 2013
4.	Organizational mapping in the education sector;	January, 2013
5.	Drafting a Structural Review Report and supporting with the consultation and approval process;	February-March, 2013
6.	Detailed analysis of selected functional areas of competence;	April, 2013
7.	Support the update of the Strategic Development Plan ;	April-May, 2013
8.	Support with implementation of the Structural Review Report recommendations, including amend regulations, job descriptions, and other tasks, and provide on-going advise to the Deputy Minister and the Head of the Human Resource Department;	April-June, 2013
9.	Assistance with the training needs assessment and elaboration of a training plan ;	May, 2013
10.	Final progress report	June, 2013

IV. Qualifications and skills required:

- University degree in economics, law, public administration, social policy, business administration or other relevant field (Master degree in the respective area would be considered an advantage);
- Minimum 5 years of working experience in public administration; human resources management experience of working in a ministry will constitute an advantage;
- Proven knowledge of the organizational structure and human resource management procedures within the Moldovan public sector;
- Experience in successfully advising senior public sector officials (or senior staff from other organizations) on organizational structure and human resource management issues (including concrete examples);
- Strong knowledge of the Moldovan Government setup and good knowledge of background documents and the existing regulations of the Ministry of Education;
- Proven skills of knowledge transfer techniques and experience in capacity building projects;
- Strong analytical, organizational and interpersonal skills;
- Excellent interpersonal and communication skills and ability to work in a team;
- Proficiency in Romanian and Russian; fluency in English would be an advantage;
- Computer proficiency, including knowledge of MS Office products.