

TERMS OF REFERENCE

Job title:	Consultant on the organization of recruitment processes in the internal affairs system
Duty station:	Home-based, remote connection
Reference to the project:	“Support to Law Enforcement Reform in Moldova” Project
Contract type:	Individual Contract (IC)
Expected duration of the assignment:	September 2020 – February 2021
Starting date:	September 2020

I. Background

Modernization of the human resources management system is one of the cornerstones of the Police reform in Moldova. The Police Development Strategy for 2016-2020 pays a particular attention to the reform of recruitment and selection system, aiming at introducing a new merit-based, competitive and transparent recruiting, selection and promotion mechanism, with due consideration to gender equality and diversity, and addressing gender disparities of access to senior management posts. Thus, improved recruitment and selection processes, along with the redefined professional training system, are at the heart of increasing the quality of Police staff and building a more professional and efficient Police service.

The current MIA's recruitment system is affected by several problems, which impacts the quality of recruited staff and, thus, the overall performance of the institution. The recruitment is not focused on the candidate, it does not ensure a high level of integrity and protection against undue influence, is prone to corruption and favoritism. There are neither specialized units and staff dealing with the recruitment processes, nor clearly defined SOPs. Use of IT tools in recruitment is deficient.

The new approach to recruitment calls for restructuring the system at different levels, including in terms of policy formulation, establishment of a space for testing and provision of instruments conducive to an objective, merit-based and unbiased police/internal affairs recruiting and selection system.

The Concept on the Recruiting and Evaluation Centre of MIA (the REC), approved in September 2018, defines the MIA's new vision on the recruitment processes, linking the described workflows with the general institutional goal of modernizing the human resources management system. The REC will concentrate all recruitment for the internal affairs (including police, border police, emergency service, etc.) under one roof, ensuring a unified implementation of institutional recruitment policies, standardization of procedures and professionalization of staff. As per the

Concept, the recruitment process will have several stages, including on-line application, computer-based general knowledge testing, psychological testing, medical check-up.

The Support to Law Enforcement Reform in Moldova Project (the Project) is supporting the reform of the internal affairs/police recruitment system by deploying efforts to create conditions for the operationalization and functioning of the new recruiting center, including:

- (a) conducting a feasibility study to define the implementation roadmap, including on center's infrastructure and workload capacity, organization and staff, hardware and software ecosystem;
- (b) renovation of premises assigned for the REC (to be determined) – the premises provided by the MIA will be selected considering several requirements, including central and easily accessible location, separate entrance, communications in place, state and size of the building able to accommodate REC's needs;
- (c) provision of ICT tools and equipment and furniture – preference will be given to the creation of a data center and computer classroom(s) to be used for computer-based testing. The quantity of equipment will be decided based on the feasibility study findings and recommendations;
- (d) provision of software solutions required for organizing the recruiting and selection of internal affairs staff, including for the creation of an integrated database and case management, data protection and back-up, random generation of tests and automation of other related processes;
- (e) elaboration of internal regulations and Standard Operating Procedures (SOPs); and
- (f) building capacities of the recruiting center's staff through targeted training and exposure to the best international practices in this field.

With the ultimate goal to operationalize the REC, the Project is seeking to hire a Consultant for the definition and organization of working flows to ensure a proper environment for the functioning of the REC. The Consultant will join a larger team of consultants engaged to provide specialized support, guidance and advice throughout the process.

II. Objective and expected outputs

The international consultant will support the designing of organizational and functional framework of the Recruitment and Evaluation Center (REC), including the following components: *designing the organizational and functional structure of the REC based on the solution agreed by the Beneficiary; describing the processes related to staff recruitment; supporting the designing of standard operating procedures (SOP); providing recommendations on infrastructure, equipment, means, materials, specialized assessment tools (tests, questionnaires, etc.), training needs; providing insights on the organization and functionalities of the REC's information system architecture (e-application, e-testing, case management platforms, etc.).*

In order to achieve the objective, the Consultant will:

1. Prepare a detailed work plan for the assignment.
2. Provide expert advice and practical support, in collaboration with the "Support to Law Enforcement Reform in Moldova" Project Team and MIA specialists, on the following:
 - 2.1. Designing the organizational and functional system of the REC based on the solution agreed by the Beneficiary (mission, roles, functions, responsibilities, organizational chart and structures, number of staff by structures and specialties).

2.2. Developing the organizational processes, recruitment workflows, needs in terms of SOPs.

2.3. Provide expert advice on REC's Regulation of organization and functioning and other internal regulations related to the recruitment process.

2.4. Providing recommendations on infrastructure, equipment, means, materials, specialized instruments (tests, questionnaires, etc.) related to staff recruitment (psychological evaluation; interaction with general inspectorates and relevant MIA entities; interoperability of the systems and institutions.

2.5. Conducting a training needs assessment for the REC staff.

2.6. Carrying out the Pilot exercise on REC organization and functioning.

2.7. Defining the technical aspects and requirements regarding the organization of the recruitment process: infrastructure, equipment, means, materials, specialized instruments (tests, questionnaires, etc.).

The consultant shall also include in the Report the European and international experiences and best practices on recruitment and selection, in order to ensure transfer of valuable knowledge and experience to MIAs' REC.

The advice and subsequent recommendations will be coordinated with the Beneficiary.

3. Provide support in developing standard operating procedures (SOPs) related to RECs' recruitment process.

III. Deliverables and Timeframe

No.	Key Deliverables	Indicative timeline
1	Preliminary desk review and Work plan developed and coordinated with UNDP Project Team.	3
2.	Report with recommendations on: 2.1. Organizational and functional system of the REC based on the solution agreed by the Beneficiary (mission, roles, functions, responsibilities, organizational chart and structures, number of staff by structures and specialties). 2.2. Organizational processes, recruitment workflows, needs in terms of SOPs. 2.3. Provide expert advice on REC's Regulation of organization and functioning and other internal regulations related to the recruitment process. 2.4. Infrastructure, equipment, means, materials, specialized instruments (tests, questionnaires, etc.) related to staff recruiting (psychological evaluation; interaction with general inspectorates and relevant MIA entities; connection to other stakeholders as to ensure inter-institutional data exchange and interoperability).	20

	2.5. Training needs and solutions. 2.6. Conducting the Pilot exercise on organization and functioning of the REC. 2.7. Establishing the technical specifications regarding recruitment process: infrastructure, equipment, means, materials, specialized instruments (<i>tests, questionnaires, etc.</i>).	
3	Support in developing the standard operating procedures related to RECs' recruitment process.	12
TOTAL WORKING DAYS		35

IV. Organizational Setting:

The Consultant will work under the direct supervision of the UNDP Project Manager. The MIA is the main beneficiary of this consultancy. **Due to COVID-19 pandemic impact, the work of the Consultant will be home-based, applying desk research, online meetings and communication.** In this regard the Consultant will be fully assisted by the Project's local consultants who will collect necessary information from the field, provide necessary inputs and liaise between him/her and the major local stakeholders. Additionally, the MIA 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.

V. Financial arrangements:

The financial proposal shall specify a total **lump sum** amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

VI. Travel

In the case of unforeseeable travel (if the further context related to COVID-19 pandemic will allow), payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the UNDP Moldova and Individual Consultant, prior to travel and will be reimbursed.

VII. 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.

VIII. Qualifications and skills required:

Academic Qualifications:

- Master's Degree in Psychology, Human Resources or other relevant discipline;

Work experience:

- At least 10 years of progressive experience (including at command level) in the psychological field within internal affairs/law enforcement agencies (recruitment; selection; psychological assistance; specific psychological training; occupational health and work security).
- Work experience in at least 2 international projects on internal affairs/law enforcement agencies psychological activity.
- Excellent understanding of internationally recognized standards and best practices (ISO 9001/2015, etc.), proven practice in quality standards implementation is desirable.
- Professional experience in Central and Eastern Europe on similar assignments is desirable.
- Working experience with internal affairs' subdivisions and/or law enforcement institutions is a strong advantage.

Competencies:

- Proven ability to manage RECs or similar organizations in charge with recruitment, selection and psychological activities.
- Knowledge of recruitment policies and regulatory framework of the Republic of Moldova will be an advantage;
- Knowledge of English for the purposes of the assignment;
- Knowledge of Romanian language and/or other language relevant for Moldova, including Bulgarian, Gagauzian, Romani, Russian, Ukrainian or sign language, is an 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.