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## TERMS OF REFERENCES

### National Consultant for development of the result-oriented Operational Plan of the Strategy of Development of the Statistical Sector System 2020

Job title:	National Consultant for development of the result-oriented Operational Plan of the Strategy of Development of the Statistical Sector System up to 2020
Duty Station:	Chisinau, Republic of Moldova
Expected Duration of Assignment:	25 August – 15 November 2017, up to 35 working days
Beneficiary institution:	National Bureau of Statistics
Funded by:	UNFPA and UNDP in the framework of the UN Joint Programme on Statistics

#### 1. Background

The Government of the Republic of Moldova has approved in 2016 the Strategy of Development of National Statistical System (SDNSS) 2016 – 2020. The aim of the document is that by 2020, the National Statistical System, coordinated by the National Bureau of Statistics will function as an integrated, coordinated, efficient and innovative structure, aligned to legislative framework on official statistics and the European Statistics Code of Practice. The document was developed in the framework of the UN Programme on Statistics, with financial support from several UN agencies, including UNFPA, UNDP and UN Women.

In implementation of this Strategy, National Bureau of Statistics (NBS) has conducted a strategic planning session for operational planning of the Strategy for Development of National Statistical System 2016-2020 in the framework of Statistical Cooperation Project between NBS and Statistics Sweden. The recommendation of this strategic planning was that to implement the SDNSS effectively, a transition from an activity based operational plan to a product based plan is necessary. This also means that a new planning framework must be accompanied by a new performance assessment framework that can respond effectively to the requirements of principle 4 of the European Code of Practice (quality commitment)<sup>1</sup>.

As a development partner, UN in the Republic of Moldova, under the United Nations-Moldova Partnership Framework “Towards Unity in Action” 2013-2017<sup>2</sup>, aims to assist the Government of the Republic of Moldova in promoting its reforms, supporting the implementation of the new Association Agreement with the European Union, fulfilling the administrative capacity requirements that the Republic of Moldova agreed to meet.

To further develop a result-oriented Operational Plan of the Strategy of Development of National Statistical System 2016 – 2020, National Bureau of Statistics (NBS) as the coordinator of the National Statistical System, has asked technical support of UN Agencies. In response, UNFPA and UNDP has expressed their willingness to support development of a robust Operational Plan of the National Statistical System, based on Results-Based Management to ensure proper implementation of the Strategy as well as to find areas where external expertise and resources may be required.

<sup>1</sup> Strategic Planning Mission Moldova 2-5 May 2017, Draft Summary Report 170509, Martin Schmidt, SPM Consultants

<sup>2</sup> United Nations Partnership Framework 2013-2017 [http://unfpa.md/images/stories/docs/UN-Moldova\\_Partnership\\_Framework\\_2013-2017.pdf](http://unfpa.md/images/stories/docs/UN-Moldova_Partnership_Framework_2013-2017.pdf)

## **2. Purpose**

UNFPA and UNDP aim to contract a national consultant to support development in a participatory manner of the Operational Plan of the Strategy of Development of National Statistical System 2016 – 2020 based on Results-Based Management.

The Consultant will work with staff of the institution of the National Statistical System and its management in building their capacities in result-based management and developing the Operational Plan of the Strategy as per the objectives and measures of the strategic document on statistics. The document should outline key actions, monitoring indicators, resources and budget required to achieve the results of the Strategy. The consultant is expected to provide guidance and assistance throughout the entire process, ensuring national ownership and building capacities of the data holders' part of the National Statistical System.

## **3. Objectives**

To achieve the envisaged scope, the following objectives were set:

1. Conduct a one-day training session (with practical activities) on Results-Based Management for NBS staff and management as a preparatory action for development of the Operational Implementation Plan.
2. Develop a methodology to be applied for the Operational Implementation Plan and Monitoring Framework, taking into consideration the available regulatory framework for national strategic planning.
3. Revise the current planning tools used by the National Bureau of Statistics and make recommendations for their improvement based on best practices.
4. Support each NBS Department in development of the Operational implementation Plan, including the appropriate M&E framework, as per the objectives and measures of the Strategy for Development of National Statistical System, ensuring the participation of other relevant data holders if needed.
5. Advise NBS management and the staff on applying the result-based management approach in planning, implementation and evaluation of the Operational Plan, including the funding resources, to ensure the successful achievement of the Statistical Strategy's expected results.

## **4. Process and methodology**

The consultant is expected to work with NBS management and technical staff in building their capacities on development of the Operational implementation Plan and monitoring & evaluation framework. This will be done by providing on-job guidance on results-based management and hands-on support in development of the Operational Plan and M&E framework. To ensure that the SDNSS is accompanied by a result-oriented and budgeted operational plan, the consultant will consider the relevant documentation and best practices on strategic planning in statistics<sup>3</sup> and will work with the Policy Monitoring and Analysis Unit of NBS with the participation of each relevant Department of NBS, to develop specific actions as outlined in the objectives and measures of the Statistical Strategy. The consultant will ensure the national ownership through building capacities of the NBS technical staff and their guidance throughout the process. The expected Operational Implementation Plan will be also correlated with the Annual Plans for Statistical Activities and the NBS Activity Plan.

## **5. Monitoring and progress control, including reporting requirements, periodicity, format and deadline**

At the end of this assignment the consultant would be asked to present the final Operational Implementation Plan developed in a participatory and result-oriented manner for achievement of the Statistical Strategy.

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<sup>3</sup> <http://www.paris21.org/>

## 6. Expected travel

This position does not involve travel outside Chisinau.

## 7. Supervisory arrangements:

National Consultant will work with both UNFPA Programme Analyst on Population & Development and Gender and UNDP Project Manager of UN Programme on Statistics. In addition, Consultant will work with staff of the National Bureau of Statistics in achieving objectives of this ToR. The NBS will nominate technical staff who will work closely with the consultant.

## 8. Deliverables and time frame

The activities under the present assignment are expected to be conducted during August – November 2017. Performing the mentioned above activities, the consultant will be responsible for delivering of the following outputs, comprising the main milestones:

Tasks / Deliverables	Estimated work volume (used at the submission stage only)	Tentative timeline
1. Preparation and conducting of one day <b>training-session</b> for NBS specialists on applying result-based management	3	5.09.2017
2. <b>Hands-on support</b> to NBS Departments in development of the Operational Plan in a participatory and result-oriented manner	15	5.10.2017
3. <b>Draft Operational Plan</b> , including specific actions, timelines, needed resources and funding framework	8	15.10.2017
4. <b>Draft monitoring and evaluation framework</b> for the Operational Plan	4	31.10.2017
5. <b>Final Operational Plan</b> of the Strategy of Development of National Statistical System up to 2020	4	10.11.2017
6. <b>Narrative activity report</b> on accomplishment of assignment, next stage recommendations and all documentation related to assignment	1	13.11.2017
<b>Total number of working days:</b>	<b>35</b>	

All deliverables will be presented to UNFPA and UNDP in Romanian, while deliverable 6 will be also provided in English. Deliverables 3-5 will be validated mandatory validated with NBS management before submission.

## 9. Estimated Volume of Work

The volume of consultancy has been estimated at up to **35 working days overall** (full days of 8 hours) (*could be revised if justified accordingly*) during which all the activities and outputs/results envisaged under the present assignment are expected to be performed. The estimated number of working days is assumed to be sufficient/feasible for the envisaged volume of work and is proposed as a guideline for this assignment. Nevertheless, the provision of envisaged deliverables approved by the Project partners and concerned national stakeholder would be the only criteria for the Contractor's work being considered completed and eligible for payment/s.

## 10. Schedule of payment

The fee per working day will be established based on the requirements included in ToR and years of experience of selected consultant in alignment with UNFPA policies. Payments will be disbursed in instalments upon submission and approval of deliverables and certification by UNFPA (to pay for deliverables 2 and 4) and UNDP (to pay for deliverables 1, 3, 5 and 6), that the services and products were satisfactorily performed.

## 11. Requirements for Experience and Qualifications

The following qualification criteria will be applied during the selection of the National Consultant:

### Academic Requirements:

- Master's degree in statistics, demography, sociology, social sciences, public policies or other relevant area required.
- Other formal education in result-based management, monitoring and evaluation, human rights based approach will be considered as an asset (*certificates to be provided*).

Experience:

- At least 7 years of experience in public policy and administration, statistics or other relevant area to the administration of statistical system.
- At least 5 records of previous collaboration with Government of the Republic of Moldova in developing result-oriented public policies, in particular with State Chancellery (*supporting documents to be provided*).
- At least 2 experience records in technical capacity building or training on result-based management.
- Previous experience with UNFPA, UNDP or other UN agencies will be considered as asset.

Languages:

- Proficiency in Romanian and Russian. Knowledge of English would be considered as advantage.

Computer skills:

- Excellent writing and communication skills required.
- Proficiency in use of current office software applications required

Please note that the selected consultant will be asked to submit a series of documents (health statement, certification of health insurance; passport, vendor form, security certificates etc.) before starting their assignment.