

## **TERMS OF REFERENCE**

### **Facilitator for project management training (in part-time)**

**WE ARE LOOKING FOR A FACILITATOR TO RUN A WORKSHOP ON STRATEGIC PROJECT MANAGEMENT FOR THE MINISTRY OF INTERNAL AFFAIRS AND ITS SUBORDINATE AGENCIES AS PART OF A GERMAN COOPERATION PROJECT ORGANISED BY THE GS-FOUNDATION.**

#### **I. Background and Introduction**

The accession of Moldova to the European Union is on the current agenda for future enlargement of the EU. Following an application by Moldova in March 2022, Moldova was officially granted candidate status by EU on 22 June 2022. Moldova set a target date of 2030 for EU Accession. The European Council decided on 14 December 2023 to launch accession negotiations with Moldova. Germany is assisting Moldova on its path towards the European Union. From Moldova's perspective, Germany is one of the most important partners in the EU, particularly with respect to shaping political and economic reform processes, on issues of EU integration and support to resolving the Transnistrian conflict. Germany promotes Moldova's objective of long-term stabilisation and development through sustainable reforms promoting democracy and the rule of law.

In all our efforts, we wish to support Moldova on its path towards, and this is where our projects come in.

#### **II. Project details**

Since 2022, the GS-Foundation has been actively supporting security sector reform in Moldova, working closely with the Ministry of Internal Affairs and its subordinate agencies. The projects initially focused on strengthening border security and law enforcement capacities.

Over time, the engagement evolved into a broader, integrated reform approach aimed at modernizing Moldova's internal security system, especially the National Police and the Ministry. This includes institutional capacity building, training programmes, and the development of standardized procedures and policies within the civil security agencies.

We are currently in the second year of our project with the Ministry, which aims, among other things, to enhance internal project management capabilities. To this end, we would like to organise a strategic workshop to consolidate the project management capabilities and strategies of the Ministry and its sub-divisions. This is where the facilitator comes in.

Further project objectives are:

- Strengthen the institutional capacity of the Ministry of Internal Affairs to lead and coordinate security sector reforms in the field of project management
- Develop a coherent national strategy for the use of drones in civil security
- Standardize training, operational procedures, and minimum qualification requirements for drone use
- Enhance inter-agency cooperation and ensure a coordinated, nationwide drone capability
- Promote international exchange and alignment with European standards and best practices
- Build sustainable structures through training programs, policy development, and long-term advisory support

#### **III. The GS-Foundation - About Us**

The GS-Foundation is a German non-profit organisation dedicated to building effective, accountable and democratic security sector institutions in countries affected by instability or conflict. Our vision is to support our partners in ensuring their own national security and stability. The German government's 2019 Inter-Ministerial Strategy to Support Security Sector Reform forms the basis of our work.

Our teams around the world are staffed primarily by former senior law enforcement officials. We adhere to internationally recognised human rights standards at all levels of our work and pursue the concept of human security. Our work therefore has a strong focus on addressing the security needs of all citizens and on gender equality.

Our project activities range from advising on national reform and security strategies, training and equipping security forces, to facilitating dialogue between security institutions and society.

#### **IV. Duties, Responsibilities and Scope of Work**

##### **Role Overview:**

The engagement of an external facilitator is essential to achieving the intended outcomes of this workshop, which go beyond knowledge transfer and require a structured shift in how communication and coordination function across MIA subdivisions takes place. Given the hierarchical institutional context and the sensitivity of topics such as information flow, role clarity, and last-minute tasking, an independent facilitator provides the neutrality and psychological safety necessary for participants to openly discuss systemic challenges and engage in honest, solution-oriented dialogue. Moreover, the workshop is designed as a practical action focused on real communication breakdowns and coordination bottlenecks; this requires specialized expertise in facilitation, organizational development, and strategic communication.

An experienced facilitator ensures that discussions are effectively guided toward concrete outputs - namely agreed communication protocols, clearer roles in information flows, and improved alignment between operational work and EU-related priorities, thereby maximizing the efficiency of the intervention and its direct contribution to timely and coherent delivery on accession-related commitments.

The workshop is planned for **11. (half-day) & 12. (full day) June 2026.**

##### **Key Responsibilities:**

- ✓ Conduct an initial assessment (meetings and questionnaire)
- ✓ Based on its findings, develop a concept and agenda for five sessions
- ✓ Facilitate and lead the 1.5-day workshop, incorporating input and encouraging active participation
- ✓ Creating the corresponding presentation and materials
- ✓ Creating a concise one-page report outlining key findings and recommendations.

##### **Key Skills & Qualifications:**

- ✓ Master's degree in Business Administration, Organizational Development, Communications, Psychology, or related field
- ✓ Certified Professional Facilitator (CPF), Certified Executive Coach or Organizational Development Professional or equivalent
- ✓ +10 years of experience in organizational development, strategic communication, or related fields
- ✓ Experience in adult learning, group facilitation and interactive training design
- ✓ Strategic Communication skills and ability to address tensions constructively; mediation skills and creating safe spaces for dialogue
- ✓ Advanced knowledge of behavioral assessment techniques and personality frameworks
- ✓ Proven ability to engage diverse stakeholder groups effectively

- ✓ Demonstrated ability to communicate effectively under pressure and experience in managing expectations and delivering clear messages in high-stakes situations
- ✓ Ability to synthesize complex information into clear and structured documents
- ✓ Team development capabilities
- ✓ Fluent in Romanian and English
- ✓ Strong social, communicative and intercultural skills

The facilitator should demonstrate expertise in:

- **Communication Frameworks:** Strategic communication models, communication flow analysis, stakeholder mapping
- **Behavioral Assessment Tools:** Personality frameworks (MBTI, DISC, etc.), behavioral profiling methodologies, team assessment instruments
- **Project Management:** Agile, Waterfall, or hybrid methodologies; project alignment techniques; strategic planning frameworks
- **EU Integration Processes:** Understanding of EU benchmarking frameworks, accession processes, and compliance requirements
- **Organizational Development:** Change management, team building, organizational culture development, performance optimization

## V. Application

Does this tender appeal to you? Then we look forward to receiving your letter of motivation, together with your CV.

We are committed to diversity in our organization and welcome applications from all talented individuals, regardless of age, gender/gender identity, cultural and social background, world view or identity. Applicants with severe disabilities who have the same qualifications will be given preferential consideration in accordance with the law.

Please send your application by e-mail by 21 May 2026 to [hr@gs-foundation.com](mailto:hr@gs-foundation.com).

If you have any further questions, please do not hesitate to contact us.