

## TERMS OF REFERENCE

### Support to National Institute of Justice in Developing Communication Strategy and Action Plan

- A. Job Title: International Consultant on Communication for the National Institute of Justice**
- B. Duty Station:** Chisinau, Moldova
- C. Project Reference:** “Strengthening Institutional Capacity of the National Institute of Justice”
- D. Duration of Employment:** October – November 2008

**E. Context:** National Institute of Justice (NIJ) implements in partnership with UNDP Moldova the above mentioned project, which aims at strengthening NIJ institutional capacity to perform its legal functions in a more transparent and efficient manner, thereby increasing the education, training and competency of judges, prosecutors and other justice representatives. Among other activities, the project contributes to develop NIJ communications capacities to ensure efficient internal and external communication in the National Institute of Justice.

The National Institute of Justice was established by the Law nr. 152-XVI of 08.06.2006 on National Institute of Justice<sup>1</sup>, which provides for NIJ mission to deliver initial training for candidates to the position of judges and prosecutors, and continuous training for a wide range of legal specialists (judges, prosecutors, enforcement officers and court clerks). The creation of an independent training institution constitutes an essential part of the National Human Rights Action Plan (NHRAP), Strategy for Consolidation of the Judiciary System and EU – Moldova Action Plan and is a key element in improving the overall performance of the judiciary staff thus contributing to the independence of justice.

According to the law, NIJ is an independent state institution financed from the state budget and governed by an Executive Board composed from representatives of the Court System, Prosecutor's General Office, Ministry of Justice and Academia. It has an administrative staff of about 30 people and about 60 trainers/teachers. In the process of initial and continuous training planning and delivering, NIJ coordinates its actions with the main stakeholders and partners from the justice system, but also various national and international organizations (NGOs, donor organizations, professional associations etc). Currently, NIJ delivers initial training for 30 candidates for the positions of judge and prosecutor (programme launched in 2006); in 2006 – 2008 NIJ delivered continuous training for more than 1200 legal specialists.

In the context of NIJ institutional development, its ability to communicate effectively with its beneficiaries, partners and general public becomes highly important. Although NIJ has set up a public relations unit in 2007, it became obvious the need for a comprehensive communication strategy at various levels of communications.

The development and implementation of a communications strategy, various awareness campaigns are essential if the National Institute of Justice intends not only to obtain funding from sources other than the state budget, but also to participate in the growing network of judicial training centres, academies and institutes throughout the world. By being connected to a network of similarly-situated judicial training organizations, the National Institute of Justice can benefit from learning best practices in the field.

Therefore, the United Nations Development Programme (UNDP) Moldova is supporting NIJ efforts to develop its communication capacities and therefore seeks to hire an International Consultant through its above mentioned project to develop a specific communication strategy and action plan for the National Institute of Justice and to provide NIJ administrative staff with communication skills.

**Objective:** To develop a communication strategy for the National Institute of Justice and an action plan of its implementation, as well as to provide specific communication training.

#### Tasks and responsibilities:

The international consultant shall be responsible for conducting the following tasks:

1. Conduct a desk study on relevant legal documents governing NIJ statute and mission, as well as the relevant documents which set the framework for communication with different actors (including, among others, the Law on the National Institute of Justice, The Law on the Supreme Council of Magistracy, the Law on the Statute of the Judge etc);

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<sup>1</sup> The Law on National Institute of Justice (No.152-XVI) was approved by Parliament on 08.06.2006 and is available on [www.parlament.md](http://www.parlament.md)

2. Undertake 1 mission visit to Moldova
3. Have meetings with the representatives of the National Institute of Justice (including the Executive Director and Deputy Executive Director, the Mass Media Responsible, Responsible for printings, Division for International Relations, other Heads of Divisions), High Council of Magistracy, Supreme Court of Justice, Ministry of Justice, specialized NGOs (Institute for Penal Reforms, Lawyers for Human Rights etc) and International Organisations (Council of Europe, European Commission, OSCE, Millenium Challenge Corporation, UNICEF and UNDP) in order to get a clear understanding of the current status and needs to be addressed;
4. Based on international/national experience, develop a preliminary plan/proposal for the Communication Strategy and Action Plan to be discussed with Project Team and UNDP Moldova Portfolio Manager and Communications Officer;
5. Provide capacity building and communication tools and techniques workshop for the relevant NIJ services (mass media and International relations).
6. Present the draft communication strategy and action plan to NIJ Executive Director and UNDP Project Manager;
7. Based on the provided feedback, incorporate the recommendations, develop and submit to NIJ and UNDP Moldova the final Communication Strategy and Action Plan (in both hard and soft copy), as well as the assignment report The Strategy should include an overview of the NIJ development process, the main communications goals, impact objective(s), target audiences, communication components to be addressed, action plan (targets to be achieved, activities and their timeframe, ways and methodologies to be used), monitoring and evaluation indicators, risks, recommendations and budget. Note: the Strategy should be developed for short, medium and long term (2008 - 2013).

**Timetable:**

	Oct 20-26	Oct 27 – Nov 2	Nov 3 – 9	Nov 10 - 16	Nov 17 - 23
Desk study review	X	X			
1st mission visit (meetings with stakeholders)			X		
Workshop on communication tools and techniques			X		
Draft the communications strategy and action plan and submit to UNDP and NIJ				X	
Incorporate the recommendations/amendments and develop the final communication strategy and action plan					X
Submit final communication strategy and action plan to NIJ/ UNDP, discuss it and make final amendments					X

**Deliverables**

1. A sound communication strategy with an action plan (in English and Romanian)
2. Trained NIJ and project staff in developing/implementing communication strategy and actions

**Terms and Conditions**

The assignment should start in mid October 2008 and finish in late November 2008 (at the latest).

The Consultant should be reporting to UNDP in the terms and deadlines agreed in the contract. The Consultants should work directly with the project team and relevant NIJ representatives. The Consultant should be able to request and receive the information necessary for the analysis from all NIJ units. The Consultants should present their findings and recommendations to UNDP, who will facilitate NIJ discussion with other donors working with NIJ.

The Consultant should be able to work in the English or French and Romanian or Russian languages.

The Consultant will be provided with office space in the NIJ Premises.

All travel, accommodation and meal expenses should be bear by the Consultant him/herself; their cost should be included as a separate line in the financial offer.

**Profile of the Consultant(s)**

- § Higher education (a degree) in communications science, law or related field,
- § Proved experience in advising senior management, members of the Legal System (High Council of Magistracy, Supreme Court of Justice, Ministry of Justice, General Prosecutor's Office) or governmental bodies in fields related to public relations and communication development;
- § Knowledge of legal reform and trends in the CIS countries, UN agenda and UNDP assistance areas and communication style;
- § Extensive professional experience in developing communications strategies and action plan, preferably in the context of legal reform and adjustment of legal education standards for new EU members or accession countries;
- § Demonstrated capacity of drafting clear messages and concise reports;
- § Excellent training and moderation skills;
- § Familiarity with the EU requirements in the area of legal system and laws harmonization;
- § Excellent knowledge of English or French, good command of Romanian or Russian languages.