



*Empowered lives.  
Resilient nations.*

## TERMS OF REFERENCE

- A. Job Title:** National Consultant on strategic communication for Police forces from Moldova
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Support to Police Reform in Moldova
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** Up to 175 working days during April – December 2015 (with a possible extension)

### **F. Background:**

The Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units, in particular, states the need to reform the Ministry of Internal Affairs and its units in a comprehensive manner to bring them closer to the community they serve. While the demands of the population for public services are constantly increasing, the Ministry of Internal Affairs' units are not always meeting these expectations.

The overall objective of the Police Reform Project is to strengthen and support the comprehensive efforts to reform the police forces in the Republic of Moldova. The project seeks to further strengthen the capacities of national stakeholders in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the police reform, but which have not received the relevant attention yet. The proposed overall objective will be achieved by implementing the following project components:

1. Enhancing the capacities of the General Police Inspectorate staff in the area of crime scene management and evidence collection;
2. Strengthening the linkages between the police and community in the framework of the overall police reform;
3. Strengthening the capacities of the General Police Inspectorate to comprehensively implement the police reform agenda.

The current consultancy is sought under the third Project component. Police reform is one of the major goals of the Moldovan Government to increase the efficiency of Police and increase the level of the population's trust in Police.

General Police Inspectorate (GPI) is one of the main actors of the reform process. This body was established in 2013 and its main purpose is to modernize police activity and improve its performance. The institutional component of reform, reflected through the structural changes within police bodies, needs to be supplemented by support and assistance in developing the capacities of the General Police Inspectorate to address, in a comprehensive manner, a number of policy areas. The support under this Project component aims at enhancing the ability of General Police Inspectorate to design and implement reform activities, as well as at enhancing and increasing GPI's visibility and capacity to have a results oriented communication.

One of the activities of the project is the Embedded Advisors Program. The main goal of this activity is to provide the Ministry of Internal Affairs and the General Police Inspectorate, and where applicable other criminal investigation bodies, with assistance in strengthening the capacities to design and implement activities primarily focused on legislative reform, organizational efficiency, anti-corruption, case management, etc. Embedded advisors will have the advantage of working side by side with beneficiaries, understanding problems first hand and offering practical advice and expertise.

Communication is one of the strategic areas where the capacities of Project beneficiaries needs to be improved in order to strengthen their role in the democratic society, raise the public interest towards their activity, increase public trust, enhance cooperation with national and international partners, as well as with mass-media and general public.

The development and successful implementation of Communication related strategic documents and activities shall form part of the overall reform efforts to ensure that the Police of the Republic of Moldova is more open, efficient, incorrupt and accessible to all. Moreover, strengthening the capacities for results oriented communication of project beneficiaries will contribute to the timely access to information by professionals, members of the public, civil society and relevant national and international stakeholders, as well as will increase their transparency, accountability and visibility.

The Ministry of Internal Affairs and the General Police Inspectorate shall be the main partners for this activity and will provide the necessary conditions of work and information for the embedded advisors.

#### **G. Objective:**

The main objective is to enhance the institutional capacities of the General Police Inspectorate in order to increase its transparency, accountability and visibility by providing advice and support on internal and external communication, providing assistance in development and implementation of communication strategic documents and activities with a particular focus on police reform agenda.

The Consultant will also coach a number of Police staff members on how to communicate effectively (including in crisis situations) and will provide daily transfer of knowledge towards strengthening their communication skills, tools and systems.

The Consultant will ensure a high level of analytical support, facilitating the communication and cooperation with different stakeholders. The assignment shall be carried out in close cooperation with the Communication and Public Relations Unit of the General Police Inspectorate.

#### **H. Scope of work and expected outputs:**

In order to achieve the objective it is foreseen that the Consultant will:

- Conduct an internal and external assessment of the GPI's current outreach activities, tools and capacities;
- Support GPI in developing/updating the communication strategy and action plan and/or guides and practical toolkits;
- Ensure the communication strategy and action plan are in line with other national and international strategic and legal commitments;

- Ensure human rights based approach application, gender and minorities mainstreaming throughout the process of the communication strategy and action plan development/update;
- Ensure gender and minorities mainstreaming are visible throughout the strategy and action plan documents;
- Assist the GPI in developing the internal communication related regulatory framework, highlighting the distribution of responsibilities, ways of ensuring interoperability, procedures to be followed, etc.;
- Assist beneficiary during policy consultation processes;
- Provide support in drafting the communication guide/manual for the Police staff members;
- Assist the GPI in drafting the Citizen`s Guide on Police with specific inputs on public relations and communication;
- Revise the ethical guidelines and the deontological code of policeman in terms of communication and public relations;
- Support the application of innovative communication tools and instruments, in preparing individual communication activities, including in relations with media, organization of events and use of social media;
- Contribute to the elaboration of communication materials (including but not limited to media monitoring sheets, press releases, scripts for press conferences, briefings and briefing templates);
- Assist with the organization of communication events (press conferences, information and awareness campaigns etc.) in the context of the GPI activity, including but not limited to: identification of key target groups, development of messages, preparation of event scenarios, etc.;
- Providing guidance and transfer of expertise to communication staff of project beneficiary in applying agreed upon communication and policy consultation tools;
- Provide training and guidance to Police senior management on improving the communication skills (including in crisis situations);
- Advise project beneficiary on practical tips and recommendations for managing communication crisis situations and related risks;
- Coordinate with other assistance initiatives supporting the communication capacity of project beneficiaries;
- Collaborate with all relevant stakeholders and mass-media outlets throughout the whole period of the assignment;
- Submit required reports.

#### **I. Deliverables:**

| <b>#</b> | <b>Deliverable</b>  | <b>Deadline</b> |
|----------|---|-----------------|
| 1.       | Assessment of the GPI's current outreach activities, tools and capacities conducted; Updates to the MIA communication strategy and action plan proposed | April 2015      |
| 2.       | GPI communication tools and systems updated   | September 2015  |
| 3.       | GPI communication strategy and action plan submitted and endorsed by the beneficiary  | July 2015       |
| 4.       | Internal regulatory framework concerning communication  | May 2015        |

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|     | drafted in cooperation with the beneficiary institution  |  |
| 5.  | Support in drafting the communication guide/manual for the Police staff members provided                                       | May 2015                                 |
| 6.  | Assistance in drafting the Citizen`s Guide on Police provided  | June 2015                                |
| 7.  | Police ethical rules revised in terms of communication and public relations  | June 2015                                |
| 8.  | 40 police press/public relations officers trained on communication with community in-line with the community policing approach | August 2015                              |
| 9.  | 60 high and middle level managers from the regional police units trained on communication in crisis situations                 | September 2015                           |
| 10. | Contributions to project beneficiary`s public events provided  | Throughout the assignment period         |
| 11. | Transfer of knowledge and coaching ensured   | Throughout the assignment period         |
| 12. | Monthly progress reports submitted   | By the 5 <sup>th</sup> day of each month |
| 13. | Final narrative report submitted   | 10 December 2015                         |

Deliverables can be amended or specified for the purpose of the assignment.

Payment will be made monthly upon the submission and approval of the progress report by the UNDP Project Manager and the representative appointed by the beneficiary institution.

#### **J. Organizational Setting:**

This is a full-time consultancy. Ministry of Internal Affairs and General Police Inspectorate are the main beneficiaries of this consultancy. The distribution of workload and time shall be tentatively as follows: 10% for the Ministry of Internal Affairs and 90% for the General Police Inspectorate. The National Consultant will be based within the GPI premises and will work under the general guidance of the GPI senior management and high level advisers and in collaboration with the MIA/GPI communication staff – for substantive aspects of the assignment, and under the direct supervision of the UNDP Moldova Justice and Human Rights Project Manager – for the administrative aspects of the assignment.

#### **K. Inputs:**

The GPI will provide the Consultant with working space, access to Internet, printer and telephone landline. The GPI 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. UNDP Moldova Justice and Human Rights Programme Analyst will provide the National Consultant with the consultations on the human rights based approach, gender and minorities mainstreaming.

#### **L. 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.

## **M. Qualifications and skills required:**

### **I. Academic Qualifications:**

- Master's Degree or equivalent (5-year university education) in communication, journalism, social sciences, public relation or any other relevant field;

### **II. Years and sphere of experience:**

- At least 7 years of professional experience in communication, journalism or public relations;
- At least 5 years of professional experience linked to the provision of policy advice in Communications. Advisory experience with senior public sector officials or senior staff of other organisations is a strong advantage;

### **III. Competencies:**

- Proven experience in designing and implementation of public communication strategies, action plans or other documents, including monitoring and evaluation tools;
- Proven experience with participatory consultation processes, media relations, and information campaigns would constitute a strong advantage;
- Solid understanding of and ability to apply communications tools and techniques, including the ability to analyse and use research data;
- Proven experience in designing and delivering presentations and training programs;
- Demonstrated skills in knowledge transfer techniques, such as coaching and mentoring;
- Experience in working with law enforcement agencies on similar assignments would be an advantage;
- Knowledge of Romanian language;
- Knowledge of English would be a strong advantage;
- Knowledge of one or more additional languages relevant for Moldova, including Russian, Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset;

### **IV. Personal qualities: responsibility, creativity, flexibility and punctuality.**

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.