

TERMS OF REFERENCE

- A. Job Title:** National Consultant on strengthening the organizational management of the Ombudsperson Institution
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Supporting National Human Rights Institutions as per International Treaty Bodies and UPR Recommendations
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** August 2015 – October 2016 (up to 100 working days)

F. Background:

The Republic of Moldova is a State-Party to the majority UN and CoE human rights treaties. The *National Human Rights Action Plan for 2011-2014*¹ contains commitments to protect and advance specific human rights taking into account the recommendations of the UN treaty bodies and a number of UPR recommendations. Related priorities and commitments are established under the *UN-Moldova Partnership Framework (UNPF) 2013-2017*.² Reform of the National Human Rights Institutions is prioritized at the highest level of government. The Ombudsperson Office is one of the two major national human rights institutions in the Republic of Moldova working specifically on the issues of human rights protection and promotion.

In April 2014, the Parliament of the RM passed a new Law on the Peoples Advocate (Ombudsperson)³. As a result of a number of institutional weaknesses, the Ombudsperson Office remains insufficiently known among the public-at-large, and not sufficiently powerful to act as Moldova's main human rights institution. Therefore it is in need of institutional capacity building and mainstreaming of human rights based approach into its work, as well as support towards maximization of its impact on human rights and diversity. There is also need for improvement of the human resources management, development of the managerial documents of the Office, continuous improvement of the managerial capacity of the heads of the subdivisions, and strengthening the overall managerial performance of the institution.

The overall objective of the project "*Supporting National Human Rights Institutions as per International Treaty Bodies and UPR Recommendations*" is to contribute to the effective protection and promotion of human rights, equality and non-discrimination in the Republic of Moldova with particular attention to women, minorities, marginalised and vulnerable groups. The project is funded by the Norwegian Ministry of Foreign Affairs, co-funded and implemented by the UNDP Moldova and the Office of the UN High Commissioner for Human Rights (OHCHR), in cooperation with the Ombudsperson Office and Equality Council.

¹ <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=339395&lang=1>

² http://www.un.md/news_room/pr/2012/undaf/United_Nations_Republic_of_Moldova_Partnership_Framework.pdf

³ Law on Peoples Advocate (Ombudsperson), passed on 03 April 2014, published on 09 May 2014:
<http://lex.justice.md/viewdoc.php?action=view&view=doc&id=352794&lang=1>

G. Objective:

The main objective is to support the strengthening of the organizational capacities and sustainability of the Ombudsperson Office.

H. Scope of work and expected outputs:

The **scope of work** of the National Consultant will consist in the provision of expertise, advice, substantive support and coordination aimed at strengthening the institutional management and administration, monitoring, planning, delivery and reporting processes of the Ombudsperson Office.

In order to achieve the objectives National Consultant shall perform the following tasks in the following areas:

Supporting management and operations:

- Develop and carry out annual opinion polls of Ombudsperson Office staff on management within the Ombudsperson Office and carry out their follow up analysis;
- Contribute to development and updates of internal management documents, as well as structure and operations in compliance with the normative framework and best practices in the field, in consultation with Ombudsperson Office administration;

Supporting strategic development:

- Revise the programme for strategic development of the Ombudsperson Office 2013-2017 in relation to the new law and priorities of the Office;
- Facilitate the development of annual work plans of the Ombudsperson Office for 2015 and 2016;

Supporting human resource management:

- Work closely with the administration of the Ombudsperson Office to improve its human resources management, revise employment rules and procedures to improve staff gender equality and diversity, and to improve information and premises accessibility for linguistic minorities and persons with disabilities;
- Initiate and facilitate the creation and revision of job descriptions in accordance with identified needs and complexity of tasks;

Supporting capacity building:

- Assess the professional development and training needs of the administration and management of the Ombudsperson Office and present recommendations on their improvement, and, where applicable, suggest, carry out and organize training activities in line with identified needs;
- Work with the administration of the Ombudsperson Office to ensure and support the strengthening of the managerial and organization capacities, in particular management of risks of the Office through regular training, coaching and consultancy;

Other tasks:

- Perform any other tasks relevant to the strengthening of the organizational capacities and ensuring sustainability of the Ombudsperson Office, as identified throughout the consultancy;

- Collaborate with other consultants recruited within the project when necessary;
- Develop and provide regular activity reports and other narrative progress reports as specified in the deliverables for the assignment.

I. Deliverables:

	Deliverable	Deadline
1.	Annual work plans developed and submitted	30 August 2015 15 January 2016
2.	Assessments of the professional development and training needs of the administration and development plans for management of the Ombudsperson Office developed/updated	15 September 2015
3.	All internal managerial documents, including on management of risks developed and updated in compliance with the normative framework, annual work plans and best practices in the field	15 October 2015 1 April 2016
4.	Consultancy on human resources management provided	Throughout the duration of the assignment
5.	Reports on the assessment of the staff perception regarding the internal management applied by the institution, including recommendations for further improvements presented	15 May 2016
6.	Performance indicators developed	1 February 2016
7.	Report on evaluation of job descriptions elaborated	30 October 2015
8.	Training activities on the managerial development of the administration and management finalized	30 September 2016
9.	Periodical reports on consultancy undertaken submitted	30 September 2015, 15 November 2015 1 March 2016, 1 July 2016
10.	Final report	30 September 2016

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

J. Organizational Setting:

This is a part-time consultancy. The National Consultant will be based in the Ombudsperson Office and will work closely with the management and staff persons of the Ombudsperson Office. The National Consultant will work under the direct supervision of the UNDP Moldova Justice and Human Rights Programme Analyst, as well as in consultation with the OHCHR Human Rights Adviser to the UN Resident Coordinator in Moldova.

K. Inputs:

The Ombudsperson Office and the UNDP Moldova Justice and Human Rights Programme Analyst will provide the National Consultant with the necessary information and materials for the fulfilment of tasks, with the consultations on the human rights based approach application, and will provide support in facilitation of the meetings where necessary.

L. Qualifications:

I. Academic Qualifications:

- Master's Degree or equivalent (5-year university education) in Management, Public Administration, Human Resources, Human Rights, Social Sciences, or other relevant field;

II. Years and sphere of experience:

- At least 5 years of experience in carrying out needs analysis, policy/strategy development in/for the public administration;

III. Competencies:

- Demonstrable strong management skills in planning, monitoring and reporting, as well as human resources management, and a proven record of achieving results;
- Proven experience working in good governance, human rights, transparency, accountability or similar work would be an advantage;
- Proven knowledge of State institutions in Republic of Moldova, their work modalities and reporting requirements;
- Strong leadership abilities and excellent (diplomatic) communication presentation skills, ability to facilitate discussions;
- Proven experience in drafting studies and reports and strong abilities in designing questionnaires, development of methodology for training needs assessment;
- Experience in mainstreaming minority issues and rights of persons with disabilities would be a strong asset;
- Knowledge of Romanian and Russian languages is a requirement;
- Knowledge of English language would be an asset;
- Knowledge of one or more additional languages relevant for Moldova, including Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset;

IV. Personal qualities:

- 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;
- 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.