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TERMS OF REFERENCE

- A. Job Title:** National Consultant on 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 200 working days during October 2016 – November 2017

F. Background:

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 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, evidence collection and primary crime response;
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 and report/communicate on 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.

Communication is one of the strategic areas where the capacities of Police 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 Police Development Strategy 2016-2020¹ sets clearly the priority to improve the internal and external communication of Police forces. The Strategy pays a particular attention to the role and influence of communication in the context of developing and implementing the concept of community policing.

¹ <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=364882&lang=1>

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, free from corruption and accessible to all. Moreover, strengthening the capacities for results oriented communication of Police 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 General Police Inspectorate shall be the main partner for this activity and will provide the necessary conditions of work and information for the National Consultant.

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 developing and implementing a viable communication line 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 above mentioned objectives it is expected that the Consultant will:

- Conduct an assessment of the GPI's current internal and external communication/outreach activities, tools and capacities and provide recommendations on improving/enriching the GPI communication;
- Support GPI in developing/updating the communication strategy and action plan and/or guides and practical toolkits in line with the Police Development Strategy 2016-2020;
- 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 drafting/amending the communication related regulatory framework to create a clear and accountable communication line, addressing the distribution of responsibilities and workflows, ways of ensuring interoperability of Police units, procedures/protocols to be followed, tools to be used, allocation of budget, etc.;
- Consult the GPI in the process of reorganization of communication unit at the headquarter and regional levels;
- Provide support in drafting the standard operating procedure (SoP) on communication for the Police staff members;
- Assist the GPI in drafting the Citizen's Guide on Police with specific inputs on public relations and communication;
- Update GPI's brand book;

- Advocate for the use of innovative communication tools and instruments in preparing individual communication activities, including in relations with media, organization of events and use of social media;
- Assist the GPI in organization of communication and public awareness events (press conferences, information and awareness campaigns etc.), including but not limiting to: identification of key target groups, development of key messages, drafting scenarios, etc.;
- Coach and transfer knowledge and expertise to communication staff of the GPI at the headquarter and regional levels;
- Coach and advise a group of Police staff members, representing each and every GPI unit, tasked with public communication on behalf of GPI units (interviews, public debates, TV shows, etc.);
- Provide training on communication for the police officers serving in pilot community police stations;
- Assist the GPI in developing a public awareness/communication campaign (design, tools, key messages, partnerships, etc.) focused on promotion of the community police concept;
- Provide guidance to Police senior management on improving the communication skills (including in crisis situations);
- Advise the GPI on practical tips and recommendations for managing communication crisis situations and related risks;
- Develop a toolkit on communication, containing relevant communication templates (e.g., press release, media monitoring report, briefings, standard answers to frequently asked questions) and guidelines on how to address specific (crisis) situations from the communication point of view;
- Coordinate with other assistance initiatives supporting the communication capacity of the Police;
- Collaborate with all relevant stakeholders and mass-media outlets throughout the whole period of the assignment;
- Submit required reports.

I. Deliverables (tentative schedule):

| # | Deliverable | Deadline |
|----|---|---------------|
| 1. | Assessment of the GPI's current communication/outreach activities, tools and capacities (including of communication staff) conducted taking gender and minorities prospective into account; Recommendations on how to improve/enrich the GPI's communication provided taking into account gender aspects and communication with minority and vulnerable groups; Updates to the GPI's communication strategy and action plan proposed based on the assessment and in line with the Police Development Strategy 2016-2020 | November 2016 |
| 2. | Assistance in reorganizing (structure, mandate, responsibilities) the GPI's communication unit provided; Communication related regulatory framework to create a clear and accountable communication line drafted/amended in cooperation with the beneficiary institution | December 2016 |

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|-----|--|--|
| 3. | Draft of standard operating procedure (SoP) on communication for the Police staff members submitted for review and approval; Assistance in drafting the Citizen`s Guide on Police with specific inputs on public relations and communication provided; Proposals to update GPI`s brand book provided | February 2017 |
| 4. | Assistance in developing and conducting a public awareness/communication campaign focused on promotion of community policing provided | March 2017 |
| 5. | Communication skills of 20 Police staff members tasked with public communication on behalf of GPI units built through training and coaching | April 2017 |
| 6. | Communication skills of 20 police officers serving in pilot community police stations strengthened through training and coaching | June 2017 |
| 7. | Professional skills of 40 police press/public relations officers strengthened through training and in-service transfer of knowledge and expertise | July 2017 |
| 8. | Communication toolkit for GPI developed | September 2017 |
| 9. | 60 high and middle level managers from the regional police units trained on communication in crisis situations | October 2017 |
| 10. | Guidance to Police senior management on improving the communication skills provided | Throughout the assignment period |
| 11. | Contributions to project beneficiary`s public events provided | Throughout the assignment period |
| 12. | Transfer of knowledge and coaching ensured | Throughout the assignment period |
| 13. | Monthly progress reports submitted | By the 5 th day of each month |
| 14. | Final narrative report submitted | 30 November 2017 |

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 part-time consultancy. The General Police Inspectorate is the main beneficiary of this consultancy. 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 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 relations 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 would be an advantage;
- Experience in working with law enforcement agencies on similar assignments would be an advantage.

III. Competencies:

- Proven competencies in designing and implementation of public communication strategies, action plans or other documents, including monitoring and evaluation tools;
- Proven competencies with participatory consultation processes, media relations, and information campaigns would constitute an advantage;
- Solid understanding of and ability to apply communications tools and techniques, including the ability to analyse and use research data;
- Proven experience in applying gender sensitive and minority related aspects in communication would be an advantage;
- Demonstrated skills in knowledge transfer techniques, such as coaching and mentoring, design and delivery of presentations and training programs;
- Knowledge of Romanian language;
- Knowledge of English would be an advantage;
- Knowledge of one or more additional languages relevant for Moldova, including Russian, Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset.
- 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

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.