



TERMS OF REFERENCE

- A. Job Title:** A pool of up to 5 National Consultants (including one Team Leader/Consultant) to support the Centre for Human Rights in Moldova (CHR) (i) to develop the Strategic Plan 2013-2017 and (ii) to design Generic Training Plan for the new staff and permanent staff of CHR.
- B. Duty Station:** Chisinau, Moldova
- C. Project Reference:** Support to the Ombudsman Institution, as per international treaty bodies and UPR recommendations
- D. Type of Contract:** Individual Contract (IC)
- E. Duration of Assignment:** 1 August – 10 December 2012

F. Background:

Support to the Ombudsman Institution, as per international treaty bodies and UPR recommendations project is designed to advance realization of human rights in Moldova by strengthening the Ombudsman Institution. Building on the experience and results achieved within the Torture prevention Project, the project has the aim to advocate for comprehensive amendments the legal and institutional framework related to the Ombudsman Institution and the National Torture Preventive Mechanism, in compliance with identified legal and organizational gaps, treaty bodies and UPR. Additionally, a major component of the project aims strengthening the institutional capacity of the Ombudsman Institution/Centre for Human Rights in exercising its functions, including support in the improvement and implementation of relevant legislative framework in the human rights area. As part of this component and taking in consideration the extended mandate of the Centre for Human Rights (including the NPM function, Children Rights Parliamentary Advocate), the relatively inexperienced management and membership as well as changes in the human rights development context in the country, newly approved Strategy of Justice Reform that includes the Ombudsman Institutions, there is an emerging need to carry out the training needs assessment of Centre for Human Rights in Moldova, delivering a ToT on strategic planning and support in developing of such a document in order to increase CHR effectiveness in following years.

According to the Functional Review performed in the framework of the project, at present the Centre does not have a strategic plan lacks strategic thinking and lacking of focus. A planning process does exist but the process is not based on a Centre-wide prioritization of needs and opportunities and is

predominantly reactive in nature. The CHR personnel is not well informed about CHR priorities and rationale behind the priorities. Lack of clear focus for activity diminishes individual performance of every employee. Weakened performance of all employees undermines efficiency of the whole organization.

G. Objective:

The objective of this consultancy service is as follows:

- To support the Center for Human Rights in Moldovan in their efforts to develop the Strategic Plan for 2013-2017 and corresponding Action Plan, in a participatory manner;
- To support the Center for Human Rights in Moldovan in designing the Generic Training Plan for the new staff and permanent staff.

H. Scope of work and expected output:

In order to achieve first objective the Consultants shall:

- Undertake a comprehensive desk review of the relevant international and national legal frameworks, relevant studies, research, reports in the area, relevant civil society assessments and other information resources;
- Study the international existing and relevant legislation, experience and recommendation regarding the strategic planning for human rights institutions;
- Conduct an organizational development assessment (including management systems audit)
- Prepare an Institutional Assessment Report with key observations, conclusions and recommendations,
- Prepare and deliver a workshop on strategic planning and follow-up;
- Provide input during the process of developing the Strategic Plan, including SWOT/PESTLE analysis;
- Assist the Center for Human Rights in the process of developing the Action Plan for the implementation of the Strategic Plan;
- Conduct internal communication and feedback from the staff on the Strategic Plan and Action Plan;
- Compile the feedback and provide the final version off the Strategic Plan and Action Plan.

The achievement of the second objective implies the following tasks:

- Undertake a desk review regarding the training needs and current situation regarding professional development off the CHR staff (internal documents, legislation, reports etc.)
- Prepare and conduct the training needs assessment;
- Prepare the draft Standard Training Plan for New Staff;
- Prepare the Curricula for the Standard Training Plan for New Staff;
- Prepare the draft Training Plan for Permanent Staff;
- Consult the draft curriculum with CHR staff and other stakeholders;
- Compile the comments and submit the final version of the curricula for new and permanent staff of the CHR;
- Perform other assignment related tasks.

I. Deliverables (tentative schedule):

	Deliverables	Timetable
1.	The desk review on CHR development undertaken; Institutional Assessment Report with key observations, conclusions and recommendations submitted	15 September 2012
2.	Strategic Planning Workshop delivered; Draft Strategic Plan and Action Plan submitted	15 October
3.	Consultations and expert support provided to CHR during the process; Final version of the Strategic Plan and Action Plan submitted	10 December
4.	Desk review on training needs of the new and permanent staff of CHR undertaken; Report on training needs assessment submitted	15 October
5.	The draft of Standard Training Plans for new and permanent Staff submitted	15 November
6.	Draft training curricula for new and permanent staff submitted	1 December
7.	Draft curricula consulted; final versions of the training curricula for (i) new and (ii) permanent staff of the CHR submitted.	10 December

Please Note: Deliverables are subject to amendment based on consultation outcomes; further guidance and amendment of the deliverables may be undertaken during the assignment, as needed and discussed.

J. Organizational Setting:

In order to achieve the given objective the Consultants will work under direct supervision of the „Strengthening Ombudsman Institution” Project Manager. The Consultants will work outside the project office and will participate in all assignment related working meetings organized by the Project.

K. Inputs:

The Project staff will provide the consultants with the necessary information and materials for the fulfilment of tasks.

L. Confidentiality:

Materials provided to the Consultants 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.1 Qualifications:*Education:*

- University or MA degree in Law, Public Administration, Psychology, Social Sciences and/or other relevant fields.

Experience and Skills:

- Extensive experience (at least 3 years) in carrying out training needs analysis, policy/strategy development in/for the public administration;
- Strong abilities in designing questionnaires, development of methodology for training needs assessment;
- Qualification and proven skills in training curriculum development, as well as training of trainers;
- Proven experience in conducting instructional and participatory trainings, workshops and presentations;
- Proven experience in working with the international organizations (successful experience in working with UN agencies is an asset);
- Strong leadership abilities and excellent (diplomatic) communication presentation skills, ability to facilitate discussions;
- Skills in analysing, generalizing, and systematizing information;
- Skills in developing analytical and informative materials;
- Excellent IT skills including word processing, database applications, presentation software and use of other relevant applications;
- Proficiency in written and spoken Romanian and Russian.

Personal qualities: responsibility, creativity, flexibility and punctuality.

M.2 Special qualifications required for the Consultant/Team Leader (additional to/different from the qualifications under M.1):

- Master or PhD degree in Law, Public Administration, Psychology, Pedagogy, Social Sciences and/or other relevant fields;
- Proven experience (at least 5 years) in developing and conducting instructional and participatory trainings, workshops and presentations;
- Previous proven experience in coordinating and leading teams of experts/consultants on similar assignments;
- Strong leadership abilities and excellent (diplomatic) communication presentation skills, ability to facilitate discussions;
- Excellent self-organization abilities.
- Proficiency in written and spoken English, Romanian and Russian.