

**Terms of Reference
(TOR)**

(a) RFP Objectives:

Selection of a specialized company to design, organize and deliver a training programme on negotiation and conflict management skills for Senior managers from the Parliament of Moldova Secretariat.

(b) Background:

Professional management in the Parliament's Secretariat is essential for fulfilling the Secretariat's main duty, which is providing appropriate support to the Parliament, its structures and the individual Members of Parliament. In the day by day work different people with different goals, values, motivations, perceptions, ideas or needs *volens nolens* can come into conflict. That is why negotiation and conflict management skills are crucial for managing a changing environment, a multi-dimension and politicized partnership in the Parliament. When conflict is mismanaged, it can harm the relationship. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between people. By learning the skills you need for successful conflict resolution, you can face disagreements with confidence and keep your personal and professional relationships strong and growing.

Recently the Parliamentary Secretariat has started a process of modernization of its capacities. Strategic priorities have been identified for updating and strengthening of work flow processes. Many times, in order to convince the political groups to support and adopt one or another initiative, decision, in advance preparation work and negotiations were necessary to undertake.

In 2011 the Senior Managers from Parliament of Moldova Secretariat were trained on professional leadership skills. As follow up of the leadership training it was proposed to organize specialized trainings for senior managers on negotiation and conflict management skills.

By organizing this type of trainings, UNDP Parliament Project seeks to strengthen the negotiation and conflict resolution capacities of Parliament of Moldova Secretariat senior managers, to ensure their successful engagement in the process of modernization of the Secretariat and to motivate staff in a changing work environment.

(c) Scope of work and expected output:

To enhance negotiation and conflict resolutions skills of Parliament of Moldova Secretariat senior managers through designing, organizing and delivering training programme on negotiation and conflict management skills.

Methodology

Training will be coordinated with UNDP Project Team and will be adjusted to Parliament's needs. The selected contractor will apply the "learning-by-doing" method employing the interactive style of training. It should provide feedback to participants from trainers and peers.

The contractor will develop and provide participants with a set of relevant supporting materials for the training subjects. The total number of participants will be max 12 (twelve).

Language: All communications and documentation related to design and delivery of training will be in Romanian

Expected learning outcomes:

Upon completion of the training (up to 8 hours per training day face-to-face; possibility of short virtual introduction via e-mail before session), participants should be able to:

- Prepare effectively for negotiations and conflict resolution;
- Improve their basic negotiation and conflict management skills (in particularly information gathering, persuasion, process analysis);
- Analyze negotiating situations with a view to identify key interests and potential mutual gains and solutions;
- Understand the roles of mediators/brokers can play in negotiations;
- Build sustainable agreements by aligning organizational capacities;
- Enter into negotiations with people from various cultural and sectoral backgrounds;
- Solve conflict situations appeared at work between managers and staff and among managers.

Scope of work and expected output: In order to achieve the objectives, the contractor will:

- Carry out a general evaluation to determine the negotiation and conflict management skills of 3 - 5 senior managers in the Parliamentary Secretariat;
- Based on the results of the evaluation, develop the concept of the training and the teaching aids (including agenda, working methods and procedures, evaluation form) which will be discussed with the project team;
- Adapt the program to each learner's background, level and goals;
- Develop training handout materials;
- Draft the final training programme;
- Deliver the training;
- Organize the participants' final evaluation;
- Handover of nominal certificates regarding the successful completion of the program;
- Formulate and submit to the Project the final report on the training.

Deliverables

- Training programme and background materials developed;
- Handouts for participants
- Training sessions on selected/approved topics delivered;
- Final report with recommendations on further training programs for the target group provided in the future*.

* The final report should contain:

- ✓ Overview of the training course and the activities during the course, including lessons learned;
- ✓ The training materials used;
- ✓ General recommendations for future development of skills and possible future specific training activities;
- ✓ Separate parts with individual feedback to each participant and recommendations for future training (this part will be confidential)

Management Arrangements

The contractor will work under the guidance of UNDP's counterpart at the Parliament of Moldova and in close cooperation with the Parliament Project Chief Technical Advisor – for substantive aspects of the assignment, and under the direct supervision of the Project Manager – for administrative aspects. The contractor will report to the Parliament appointed representative and the Project Manager.

Note: The contracted company/organization will not be responsible for the logistical organisation of the training and for the associated costs (training facility and equipment rental).

Timeframe: max 4 days. The assignment has to be accomplished in March 2012. The training location will be in Moldova.

(d) Eligibility

Interested organizations should meet the following minimum qualification criteria:

- Legally registered entity;
- At least 5 years of experience in designing and conducting similar training courses;
- Excellent technical capacities to ensure smooth and high-quality of training;
- Trained and qualified (certified) staff;
- Proven experience in conducting similar works/projects (minimum 2 similar implemented projects);
- Experience in working with parliament, government, international organizations;
- Working experience with UN Agencies and other international organizations is an asset.