

TERMS OF REFERENCE FOR PROFESSIONAL DEVELOPMENT CONSULTANT

for the ATTORNEY GENERAL'S OFFICE

1. Background

The Attorney General's Office provides legal and strategic policy advice and support to the government of Maldives. The attorney General is the chief legal adviser of the State, is a member of the cabinet with responsibility for superintending State litigation other than criminal and has a number of independent public interest functions including legal aid and clemency. It is the AG's function to advise the government on all legal matters affecting the State.

Maldives embarked upon a reform process in 2004 that included major reforms to the justice sector institutions. With the 2008 constitution ratification, an independent prosecutor general's office has been established, separation of powers is more prominent, and new functions for the Attorney General has been mandated. Within this process, there is an increasing public awareness of the rights and remedies available for the grievances and to demand greater justice for all, particularly those marginalized and disadvantaged. This process necessarily requires enhancing capacity and strengthening the justice institutions.

2. Objectives

The human resource is the most valuable asset given any establishment. Its effective management is key to achieving quality performance. At the Attorney-General's Office (AGO), the human resources are of different mix and skills set. Annual staff appraisal reports portray staff as having worked well, yet this is not necessarily translated into high number of statistical products and quality service. An effective training and monitoring system needs to be placed to track staff performance and their day-to-day productivity.

To strengthen HR Management capabilities and enhance professional development, an experienced Legal Professional will be engaged to develop an effective management environment at all levels within AGO. This consultancy, expected to take place over the next few months, is intended to provide the necessary training and skills to the staff of AGO, so that it can perform its functions more effectively within the developmental phase the country is currently experiencing. This will need to be managed carefully and in a transparent manner with the participation of all staff. AGO is seeking expertise on managing the human resource aspect of the institutional reform including the processes that need to be put in place to ensure the smooth transition from the current situation to a more efficient and effective Service system.

3. Methodology

The consultancy is expected to continue for 3 (three) months initially, where attorneys and interns at AGO will be engaging in supervised aspects of practice. The program is designed to enhance the attorney's practice skills, to familiarize the attorneys with law practice procedures, to demand critical reflection upon proceedings in law practices and in the legal profession, to provide an in-depth, advanced experience with the professional responsibilities of lawyers and judges, to enhance the attorney's ability to deal with issues of supervision in a legal setting, and to assist attorneys in bringing career objectives into focus. Attorneys will perform many of the normal duties of a practicing attorney under the field supervision of the attorney to whom (s) he is assigned. The consultant is also expected to conduct a weekly classroom component where attorneys will meet in large groups for simulation exercises that focus on issues of skills and professionalism related to their lawyering experience, and in small groups to analyze and discuss readings and supervises practice experiences.

4. Specific Routine Tasks

- Design, recommend and implement a transparent performance management mechanism for the attorneys which is linked to the training development programme and has the necessary staff incentive systems to ensure compliance with the new civil service system;
- Monitor attorney performance and provide feedback which will allow them to learn from their experiences;
- Establish a mechanism for up-to-date training on the new laws/regulations and court decisions;
- Advice and guide attorneys on enrolling in seminars and workshops designed to deepen their understanding of the practice of law in a particular field;
- Monitor and Develop capacity to strengthen the process to enable effectiveness and efficient use of court time;
- Support supervisors and build their capacity/skills for effective staff management;
- Manage attendance and leave registers and ensure compliance; Guide the process to ensure that all AGO staff complete attendance and leave registers;
- Facilitate knowledge sharing processes within AGO and with the other Ministries, Departments and Agencies.
- Discuss professional mores, and the things that drive lawyers to perform as a professional;
- Act as a mentor and role model; help the attorneys develop their own internal sense of professional commitment, responsibility and identity.

- Review the existing career development policy and suggest changes or devise a suitable promotion policy and rewards/incentives system for good performance in accordance with CS policies;
- Review the current training policy and suggest improvements that would ensure continuous enhancement of employee skills and competencies to increase the effectiveness and productivity of AGO;
- Work with the HR and Development Unit within the AGO to ensure that the necessary processes are in place for the necessary changes to the Legal Department of AGO;
- Capacity transfer to the staff within the human resource team.
- Other duties and tasks as may be directed in relation to the Professional Development of the Legal staff at AGO.

5. Outputs

A well documented report on the following;

- Feedback and comments on the Human Resources issues and identifying skills and knowledge gaps.
- Policy and strategic recommendations on the Professional Development of Attorneys, supported with action plans for implementation – with built-in time frames for local management

6. Implementation arrangements

The consultant will work in close collaboration with the relevant divisions/sections/units of AGO and report to the Permanent Secretary and the Attorney General. The Consultant will be required to spend the entire assignment period on-site at AGO. The period of assignment will be for three months, with a possibility of extension, subject to satisfactory performance. AGO will review the performance of the Consultant, within two weeks upon completion of the 3 month period and inform the Consultant of the decision to continue or not.

7. Terms of payment

Payment will be made monthly at the end of each month.

8. Qualifications and experience required

The Consultant will have not less than 7 years experience in Resource management or Public Administration. Educational and professional qualifications will include:

- Bachelor's Degree in Law; a Post Graduate Degree would be a strong advantage;
- Experience of working with change and/or similar issues within a public organization.

- At least 3 years managerial experience dealing with team and organizational building, preferably in the public sector;
- A knowledge of modern Human Resources Development techniques and an understanding of organizational theory and practice with regard to the public sector;
- Ability to mentor staff and facilitate learning by doing;
- Strong analytical and drafting skills;
- Proven track record in working effectively within multidisciplinary teams;
- Computer proficiency in standard office applications (Spread sheets, word processing, Internet Explorer);
- Excellent communication, interpersonal and team building skills; and
- Fluency in English & Dhivehi.