



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 11/08/2017

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**REF NO.:** BBRSO31182

**Country:** BARBADOS

**Description of the assignment:** Senior Change Management Expert

**Duty Station:** Home-based with travel to Barbados, St. Kitts & Nevis, Guyana and St. Lucia

**Project name:** Strengthening Evidenced Based Decision Making for Citizen in the Caribbean (CariSECURE)

**Period of Contract:** 15 January 2018 to 30 September 2018

**Expected Start Date:** 15 January 2018

**Period of assignment:** Sixty (60) non-consecutive days (with possibility of extension)

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### ADMINISTRATION

To apply, interested persons should upload the combined <sup>1</sup> *Technical Proposal* (if applicable), CV and *Offeror's Letter* to "UNDP Jobs" by navigating to the link below and clicking "APPLY NOW", no later than the date indicated on the "UNDP Jobs" website. Application submitted via email will not be accepted: - UNDP Job Site – [https://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=75725](https://jobs.undp.org/cj_view_job.cfm?cur_job_id=75725). (Cut and paste into browser address bar if the link does not work).

**NOTE:** The *Financial Proposal* should not be uploaded to "UNDP Jobs". **If requested by the Procurement Unit**, the *Financial Proposal* should be submitted to [procurement.bb@undp.org](mailto:procurement.bb@undp.org) within 24 hours of a request. Failure to submit the *Financial Proposal* will result in disqualification.

Any request for clarification must be sent in writing to [procurement.bb@undp.org](mailto:procurement.bb@undp.org) within three (3) days of the publication of this notice, ensuring that the reference number above is included in the subject line. The UNDP Barbados & the OECS Procurement Unit will post the responses <sup>2</sup> two (2) days later, including an explanation of the query without identifying the source of inquiry, to: — inquiry, to: [http://procurement-notice.undp.org/view\\_notice.cfm?notice\\_id=42350](http://procurement-notice.undp.org/view_notice.cfm?notice_id=42350) (cut and paste into browser address bar if the link does not work).

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<sup>1</sup> The system allows the upload of one (1) document ONLY – should you be required to submit a *Technical Proposal* and CV, these documents along with the *Offeror's Letter* should be combined and uploaded as one

<sup>2</sup> UNDP shall endeavour to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the *Proposals*, unless UNDP deems that such an extension is justified and necessary

**A detailed Procurement Notice TOR, and all annexes can be found by clicking the above link.**

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## **1. Background**

The United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean (RBLAC) in collaboration with the UNDP Caribbean network of offices – Guyana, Jamaica, Trinidad and Tobago, Suriname, Barbados and the OECS undertook the formulation of a first Caribbean-wide Human Development Report (CHDR) on Citizens' Security. Using Global UNDP HDR processes, analysis and methodologies, the Caribbean HDR reviewed crime and security in the Caribbean with data analysis and information from a human development perspective. One of the primary recommendations from the report is the urgent need for the region to shift from traditional concepts of state security to a broader multidimensional concept that focuses on citizen security and safety and wellbeing of Caribbean citizens.

While the CHDR victimization survey points to high levels of fear of violent crime amongst citizens and the failing of existing policies and approaches, stimulating robust public discourse on the topic presented a challenge. Given the region's dependency on tourism as its main foreign exchange earner, enlisting the full and unconditional support of regional parliamentarians on the matter of facilitating rigorous public debate is critical. Reliable crime statistics are critical for measuring changes in crime levels, monitoring of national and regional responses, developing and evaluating effectiveness of citizen security policies, supporting the analysis and understanding of national and regional crime trends. Collection and organization of data into a statistical form is required to produce valuable information for use in decision-making and to allow for comparison of crime statistics across time and between countries. Lack of reliable and comparable national, sub-regional and regional statistics makes it difficult to fully comprehend the impact of crime and violence, and to inform the citizen security policies and strategies needed to effectively respond to these challenges.

National consultations and assessments conducted by UNDP in the Eastern and Southern Caribbean point at four interrelated key problems: 1) Deficient evidence-based citizen security policies due to 2) Lack of reliable and comparable national and regional statistics, 3) Weak coordination at national, sub-regional and regional levels, and, 4. Weak institutional and CSO capacities. 4) The importance of up-to-date data inform prevention programme design, monitoring and evaluation.

The data gaps resulting from these challenges are further aggravated by different definitions of security concepts, non-standardized indicators and inconsistent use of information; dispersion of information and a multiplicity of information sources; sporadic initiatives in the area of information management; lack of unified technical criteria and permanent technical capacities within the national and regional institutions; absence or lack of understanding of a preventive focus in information management; low citizen participation in discussions on citizen security; and absence of mechanisms and capacities to mainstream gender into the analysis and management of citizen security related information and public policies.

Based on this, UNDP seeks to work with countries in the Eastern and Southern Caribbean (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago to improve institutional capacity for evidenced based decision making on youth crime and violence policy making and programming. The focus of this project will be in improving data collection, analysis and use of data for decision making on youth crime policy making and programming. The project intends to achieve two components: 1) improving the quality, comparability and reliability of data and information and youth crime and violence; 2) and regional collaboration and networking on youth crime and violence strengthened. These components will be achieved by improving regional and national institutional capacity to collect, monitor, and analyse citizen security and apply it to decision-making and policy formulation at both levels.

Broadly speaking, CariSECURE tools and the automatization of data collection will produce some transformation as modernization will impact the ministry and their employees in the following ways:

- Introduction of an IMS will change processes in terms of how work is done and could affect staffing requirements;
- The merging of data from different units or ministries will create challenges in respect of standardization of data, processes and control mechanisms and therefore will require adaptation to different organizational cultures as well as issues related, in some cases to possible duplication of functions;
- The possible creation of crime observatories will affect the configuration and flow of processes, the utilization of technology and the restructuring and realignment of the organizations around different mandates, objectives and goals;
- To succeed, such adjustments will involve significant shifts in attitudes, mind sets and behaviors at all levels;
- New approaches to governance, oversight and leadership will be called for under the rubric of transformation and will certainly “rock the boat” in terms of structures and the requirements and expectations of staff at various levels; and
- The concept of data sharing between units or ministries will not only require changes in mechanisms and processes related to collection, standardization and control but will also have to grapple with the embedding of accountability and oversight.

## **2. Purpose of the Assignment**

It is anticipated that the initialization of the citizen security products and tools to improve citizen security data collection and analysis to support evidence based decision making on crime and violence reduction policies and programmes, being developed by the CariSECURE project and endorse by its beneficiary

countries, will require changes in internal administrative processes, oversight, accountability and management. Against this backdrop, it is anticipated that a Senior Change Management Expert with a background in Criminology and Crime Information Systems Management, is required to support the CARISECURE Team Leader to work with the pilot countries; Guyana, Saint Kitts and Nevis, Saint Lucia and also Barbados to manage the change management issues that will arise. Initially, the Senior Change Management Expert will work with the CariSECURE Team to implement the CariSECURE Citizen Security Toolkit, as well as manage the change management processes in collaboration with the awarded firm in deploying the Crime Information Management Systems. These areas of support will also be conducted in close collaboration with country senior leadership in securing the sustainability of the project through greater ownership and proper budgeting. In addition, the Senior Change Management Expert will provide technical support on: 1) drivers of change analysis, 2) change management analysis 3) technical inputs in sustainability, 4) networking actions with other ministries to increase data gathering and analysis capability, 6) senior mentoring in macro data analysis.

The Senior Change Management Expert will work under the direct supervision of the CARISECURE Team Leader based in the Regional Coordination Unit in Barbados. The assignment will be home-based (20%) with frequent missions in St-Kitts & Nevis, St-Lucia, Guyana and Barbados (80%).

### **3. Key deliverables**

- A clear roadmap report defining methodology, timeline and strategies to support senior staff;
- An assessment of the organizational environment, drivers of change analysis and recommendations on the next steps for the next 11-12 months;
- A quarterly report on progress and issues faced, a list of activities for the next quarter and clear objectives per quarter; and
- A final report detailing the organizational environment, issues and recommendations for the next phase.

### **4. Education**

Advanced university degree (PhD degree or equivalent) in public administration, security related studies/criminology; or

A Master degree level with 4 years of qualifying experience may be acceptable in lieu of the advanced university degree.

### **5. Required Skills and Experience**

- At least 10 years' experience working on Security related data and analysis or criminology issues;
- Previous consultancy expertise and skills in Change Management, leadership development, and organizational development in a public institution is mandatory ;
- Demonstrated experience in developing guidelines or preparation of managers to lead change;
- Previous experience in working with UNDP and/or UN Agency, governments, donors and international development organizations is an asset;
- Experience in crime and violence data management system and any analyst tools;

- Experience in working in close cooperation with security institutions on crime analyst and developing strategies; and
- Previous experience in the Caribbean region is a strong asset.

## **6. Application procedure:**

Qualified candidates are requested to apply online via the UNDP Jobs website. The following documents must be merged in one standalone file, since the online application submission does only permit to upload one file per application. Incomplete submission can be a ground for disqualification. Cover letter explaining why you are the most suitable candidate for the advertised position (please paste the letter into the "Resume and Motivation" section of the electronic application).

- Brief Technical Proposal incorporating methodology on the approach and implementation
- of the assignment
- CV including past experience in similar projects/assignments;
- At least three (3) references.
- Other documents confirming the work experience, expertise and skills.

Candidates will be requested to submit a financial proposal at a later stage of the process. The financial proposal must indicate a daily rate. The cost for air travel and living cost should NOT be included in the daily rate.

Traveling day from duty station to mission is not considered as payable.

## **7. Evaluation Schedule**

The contract will be awarded to the candidate who received the highest score out of a pre-determined set of weighted technical and financial criteria.

Technical Criteria weight: 70% + Financial Criteria weight: 30%.

Individual consultants will be evaluated based on Cumulative analysis. When using this weighted scoring method, the award of the contract shall be made to the individual Consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only candidates obtaining a minimum of 70% (490 points) of the total obtainable technical points would be considered for the Financial Evaluation. The pre-determined questions to be asked during the interview would be in line with the below Criteria.

- Experience with Security related agencies = 20% or 200 Points;
- Technical Knowledge = 30% or 300 Points;
- Experience in Change Management as set out in ToR = 20% or 200 points;
- Financial Offer = 30% or 300 points.

Applicants are shortlisted based on educational background and extent of relevant working experience in the required areas.

#### **8. Payment Schedule**

- A clear roadmap report defining methodology, timeline and strategies to support senior staffs; (10%)
- An assessment of the organizational environment, drivers of change analysis and recommendations on the next steps for the next 11-12 months (20%)
- A quarterly report on progress and issues faced, a list of activities for the next quarter and clear objectives per quarter (40%)
- A final report detailing the organizational environment, issues and recommendations for the next phase (30%)

### **ANNEXES**

**ANNEX I – TERMS OF REFERENCES (TOR)**

**ANNEX II – GENERAL TERMS AND CONDITIONS**

**ANNEX III – OFFEROR’S LETTER**

**ANNEX IV – FINANCIAL PROPOSAL TEMPLATE**

**ANNEX V – SAMPLE INDIVIDUAL CONTRACT**

**ANNEX VI – P11 FORM**