

## **TERMS OF REFERENCE**

### **Individual Contractor**

#### **1. Assignment Information**

<b>Assignment Title:</b>	Consultant – Review 2014-2018 GDP strategic plan and develop new five-year strategic plan
<b>UNDP Practice Area:</b>	OHCHR Cambodia
<b>Cluster/Project:</b>	OHCHR Prison Reform Support Programme
<b>Post Level:</b>	Senior Specialist
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	Phnom Penh
<b>Expected Place of Travel:</b>	Travel required to 13 prisons/correctional centers
<b>Contract Duration:</b>	43 days worked over 3 months, from February 2019 – May 2019

#### **2. Project Description**

The General Department of Prisons (GDP) of the Ministry of Interior (MoI) introduced its first Strategic Plan for 2008-2013 following the adoption of the Prison Reform Policy Framework in 2008. In 2013, the Office of the United Nations High Commissioner for Human Rights (OHCHR) supported GDP in the development of its 2014-2018 Strategic Plan by providing feedback on the drafts and helping organize a stakeholders' consultation that brought together civil society and other partners of the General Department. The final 2014-2018 Strategic Plan included a finer assessment of previous achievements and remaining challenges and reflected a greater emphasis on dynamic security and the correction and rehabilitation of prisoners based on human rights principles.

Following five years of implementation, the time has come to review again achievements and identify those activities and targets which have not been effectively implemented due to various reasons, including limited access to financial and human resources, staff reshuffling and institutional restructuring as well as limited cooperation among prison stakeholders.

To take stock and conduct an evaluation of the progress and performance of the ending 2014-2018 strategic plan, an external review exercise is requested by GDP in December 2018 so as to ensure that the gaps and shortcomings are correctly identified and help build the next five-year plan based on the review findings, the Law on Prisons and relevant primary and secondary legislation as well as the international human rights standards and rules applicable in Cambodia.

#### **3. Scope of Work**

The Consultant will assist OHCHR and GDP in the evaluation of the 2014-2018 strategic plan and the development of the next plan based on the evaluation results.

In particular, the Consultant will organize the following activities:

- a. Conduct desk review and develop questionnaire to identify the progress and shortcomings and to design the new plan. (3 days)
- b. Consultation meetings with GDP and key stakeholders. (4 days)

- c. Conduct field visits to 13 prisons/correctional centers (Kampong Cham/Tbong Khmum, Battambang, Banteay Meanchey, Uddor Meanchey, Rattanakiri, Mondulakiri, Pursat, Siem Reap, Preah Vihear as well as CC1, CC2, CC3 and CC4) to review the prisons' performance. (21 days)
- d. Draft and finalize evaluation report on progress and challenges with regard to the ending strategic plan in consultation with stakeholders. (5 days)
- e. Develop new strategic plan. (5 days)
- f. Conduct consultation with GDP and key stakeholders on the draft new plan. (1 day)
- g. Conduct finalization of the new strategic plan both in Khmer and in English. (4 days)

#### **4. Expected Outputs and Deliverables**

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required ( <i>Indicate designation of person who will review outputs and confirm acceptance</i> )
1	Conduct desk review and develop questionnaire	3 days	By 27 February 2019	Head of PRSP
2	Organize consultation meetings with GDP and stakeholders	4 days	22 March 2019	
3	Conduct field visits to 13 prisons/correctional centers	21 days	By 4 April 2019	
4	Draft and finalize evaluation report	5 days	By 11 April 2019	
5	Develop new strategic plan	5 days	By 22 April 2019	
6	Conduct consultation on new draft strategic plan	1 day	By 29 April 2019	
7	Conduct finalization of the new strategic plan	4 days	By 3 May 2019	
Total # of Days:		43 days		

#### **5. Institutional Arrangement**

The Consultant will be directly supervised by the Head of the OHCHR PRSP, under the overall supervision of the OHCHR Representative.

The Consultant will be responsible for his/her daily subsistence allowance when travelling to the provinces, local travels in Phnom Penh, and taxes where appropriate.

OHCHR will provide transportation separately for the travels to the prisons and correctional centers.

OHCHR will provide an office space for the Consultant when working in Phnom Penh.

## **6. Duration of the Work**

The work will be completed between 25 February and 3 May 2019. During this period, the Consultant will be paid for 43 days, worked as per agreement with the Head of PRSP.

## **7. Duty Station**

The Consultant's duty station for the contract duration will be Phnom Penh.

When working in Phnom Penh, the Consultant will be required to be present at the OHCHR office.

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the security training (BSAFE) (<https://training.dss.un.org/learn>) prior to travelling.

## **8. Minimum Qualifications of the Individual Contractor**

<b>Education:</b>	Master's Degree in Social Science (A Bachelor's degree in combination with four additional years of qualifying work experience may be accepted in lieu of the Master's degree)
<b>Experience:</b>	At least 3 years of relevant professional experience in conducting performance evaluation and developing strategic plan at the national level (7 years if Bachelor's degree)
<b>Competencies:</b>	<ul style="list-style-type: none"><li>- Knowledge and experience of developing and evaluating mid- and long-term strategic plan at the national level;</li><li>- Working knowledge and experience of the Cambodian justice system, especially of Cambodian prisons;</li><li>- Knowledge of international human rights standards pertaining to prisons and the treatment of prisoners;</li><li>- Experience in organizing consultations.</li></ul>
<b>Language Requirement:</b>	Fluency in oral and written Khmer and English

## **9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor**

<b>Technical Evaluation Criteria</b>	<b>Obtainable Score</b>
Master's Degree in Social Science (A Bachelor's degree in combination with four additional years of qualifying work experience may be accepted in lieu of the Master's degree)	20 points
At least 3 years of relevant experience in conducting performance evaluation and developing strategic plan at the national level (7 years if Bachelor's degree)	30 points
Working knowledge and experience of the Cambodian justice system, especially of Cambodian prisons	20 points
Knowledge of international human rights standards pertaining to prisons and the treatment of prisoners	10 points
Experience in organizing consultations	10 points

Fluency in oral and written Khmer and English	10 points
<b>Total Obtainable Score:</b>	<b>100 points</b>

### **10. Payment Milestones**

This will be an all-inclusive fee. In the computation of contract price, the proposer must factor in his/her fees, daily subsistence allowances, local travel costs within Phnom Penh and taxes as appropriate.

The consultant will be paid in three installments, upon satisfactory submission of the following outputs/deliverables, as certified by OHCHR head of PRSP.

<b>N</b>	<b>Outputs/Deliverables</b>	<b>Payment Schedule</b>	<b>Payment Amount</b>
1	Conduct desk review, develop questionnaire, organize meetings with GDP and stakeholders, and conduct field visits to 2 prisons/correctional center	7 March 2019	30%
2	Conduct field visits to the remaining 11 prisons/correctional centers	4 April 2019	30%
3	Draft and finalize evaluation report and new strategic plan in Khmer and in English, and organize consultation with stakeholders	3 May 2019	40%
Total payment			100%