



**INDIVIDUAL CONSULTANT PROCUREMENT NOTICE**  
***(International Competition)***

Date: January 23, 2019

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**REF NO.:** BBRSO60163

**Job Title:** Citizen Security Expert - Team Lead

**Country:** Barbados with travel to St-Kitts and Nevis, St-Lucia, Guyana

**Description of the assignment:** Individual Contract

**Project name:** CariSECURE

**Period of assignment/services (if applicable):** 126 non-consecutives days

## A. ADMINISTRATION

To apply, interested persons should upload the **combined\*** *Technical Proposal/Methodology* (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. **Applications submitted via email will not be accepted\*\***: -

UNDP Job Site – [https://jobs.undp.org/cj\\_view\\_job.cfm?cur\\_job\\_id=83145](https://jobs.undp.org/cj_view_job.cfm?cur_job_id=83145) (cut and paste into browser address bar if the link does not work)

**\* PLEASE NOTE: The system allows the upload of one (1) document ONLY – if you are required to submit a Technical Proposal/Methodology, this document along with your CV/P11 and Offeror's Letter, MUST be combined and uploaded as one.**

**NOTE:** The *Financial Proposal* should not be uploaded to "UNDP Jobs"\*\*.

### <IMPORTANT>

\*\*Please email the **password-protected** *Financial Proposal* to [procurement.bb@undp.org](mailto:procurement.bb@undp.org). The subject line of your email must contain the following: "**BBRSO60163 Financial Proposal – Your Name**"

**If the password for your Financial Proposal is required, it will be requested by the Procurement Unit.**

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\*\*\* two (2) days later, including an explanation of the query without identifying the source of inquiry, to: -

[http://procurement-notice.undp.org/view\\_notice.cfm?notice\\_id=52910](http://procurement-notice.undp.org/view_notice.cfm?notice_id=52910) (cut and paste into browser address bar if the link does not work)

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

\*\*\* *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*

## B. 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. The report defines short and medium term policy recommendations based on the social aspects of security which impact on citizen safety, youth violence, education, unemployment and inequality, inclusive economic growth, migration, and drug use and alcohol abuse. 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.

An assessment of youth, insecurity and juvenile justice systems, conducted by USAID/ESC in the Caribbean point at the lack of standardized data on crime and violence and their drivers. Raw data is available in different forms and at different stages of the criminal justice process due to the diversity of entities that generate security statistics, the absence of clear guidelines, and weak inter-institutional coordination and information sharing.

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 to improve institutional capacity for evidenced based decision making on youth crime and violence policy making and programming.

Output 3 of the Project specifies < *Improve decision-making on crime and violence based on available evidence at national, sub-regional and regional levels*>. The focus of this project will be in improving data collection, analysis and use of data for decision making on crime policy making and programming and more specifically to support government in designing Citizen Security White Papers

Within this context, the Project is now seeking a Consultant Lead 1) to draft a model Citizen Security Policy and Plan for the Caribbean Islands and 2) to support governments in designing a Citizen Security White Paper (for St-Lucia, St-Kitts and Nevis and Guyana) in close collaboration with the United Nations Development Programme (UNDP) - Regional Bureau for Latin America and the Caribbean (RBLAC) and Caricom IMPACS.

UNDP has published a set of **Guidelines for the Development of Public Policies on Citizen Security**, which should be instructive to the successful consultancy in developing the citizen security policy and plan as described in this Terms of Reference

The Project is now seeking a consultancy individual to work as team lead (with support from staff from UNDP RBLAC and Caricom IMPACS) to design a model Citizen Security Policy and for Priority Countries (St-Lucia, St-Kitts & Nevis and Guyana), support governments in drafting a National Citizen Security White Paper (Policy and Plan). These Policies and Plans will be a composite of existing strategies and policies where they exist and, in some case it will provide a new approach. It will also define a strategic path to follow to focus on strategies that are essential to improving citizen security and a core set of principles to

guide decision making focused on the multiple aspects of citizen security; all supported by the tools and indicators developed under CariSECURE Project.

#### **APPLICATION PROCESS:**

To apply, prospective applicants should submit:

- i. Letter of Interest stating why you consider yourself suitable for the assignment;
- ii. Detailed Technical Proposal incorporating methodology on the approach and implementation of the assignment, suggested timeline, objectives per deployment to Barbados
- iii. Curriculum Vitae highlighting qualifications and experience in similar projects;
- iv. Work references - contact details (e-mail addresses) of referees;
- v. Detailed financial proposal outlining all costs for undertaking the assignment\*; and
- vi. Available date to start the consultancy.

#### **C. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:
  - (i) Explaining why they are the most suitable for the work
  - (ii) Provide a detailed methodology and timeline on how they will approach and conduct the work
2. Personal CV including past experience in similar projects and at least 3 references
3. Financial proposal

#### **D. FINANCIAL PROPOSAL**

- **Contracts based on daily fee**

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

#### **E. TRAVEL**

This assignment requires travel to various countries and applicants must ensure their financial proposal factors in travel cost (airline tickets, hotel, meals, taxi services) when submitting for this consultancy. Additionally, applicants should possess all necessary visas to travel and must make all arrangements themselves to facilitate their travel to complete required field visits. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources

It is expected the Consultant will be deployed in Barbados every two-month

| Activity  | Maximum number of Travel  | Maximum number of days | Cost of travel |
|---|---|------------------------|----------------|
| Designing a Model Citizen Security policy   | 2 travels per countries (St-Lucia, St-Kitts and Guyana) DEPARTURE FROM BARBADOS (2 days in country per trip)  | 12                     | Consultant     |
| Designing a White Paper on Citizen Security (Plan and Policy) for St-Kitts, St-Lucia and Guyana | 3 travels (St-Lucia, St-Kitts and Guyana) DEPARTURE FROM BARBADOS (5 days in country per trip)  | 45                     | Consultant     |
| Presentation  | 1 travel (St-Lucia, St-Kitts and Guyana) DEPARTURE FROM BARBADOS (1 day in country per trip)  | 3                      | Consultant     |
| Follow up support to non-priority countries   | 2 travels (Suriname, Antigua, Grenada, Dominica, SVG, Barbados) DEPARTURE FROM BARBADOS   | 10                     | UNDP           |
| Office Support Work   | 6 travels (Barbados)<br>It is expected the Consultant will be in Barbados in March, May, July, September, November, January 2020 but these could be changed based on the workload and expected deliverables | 54                     | Consultant     |
| Home based work   |   | 2                      | Consultant     |

## F. EVALUATION

Individual consultants will be evaluated based on the following methodology:

- *Cumulative analysis*

When using this weighted scoring method, the award of the contract should 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

\* *Technical Criteria weight; [70%]; \* Financial Criteria weight; [30%]*

Only candidates obtaining a minimum of **49 points** would be considered for the Financial Evaluation –

| <i>Criteria</i>   | <i>Weight</i> | <i>Min. Point</i> |
|---|---------------|-------------------|
| <u>Technical</u>  | 70            | 70                |
| Interview   | 20            | 14                |
| Detailed Technical Proposal   | 10            | 7                 |
| The Consultancy lead should hold advanced degrees in fields related to national development and citizen security (e.g. development studies, economics, criminal justice, social planning, etc.) and should have at least 10 years of working experience in development planning. In lieu of an advanced degree in the relevant fields, the Consultancy Lead may have Bachelor's Degree and 15 years of relevant work experience | 20            | 14                |
| The Consultancy Lead should have detailed and current knowledge of development and social issues in the Caribbean and be conversant with key social planning documents and development studies concerning the Caribbean.  | 5             | 3.5               |
| The Consultancy Lead should have at least 5 years' experience in workshop facilitation for high-level political and executive actors and in community consultations   | 15            | 10.5              |
| <u>Financial</u>  | 30            | 30                |

## **G. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

The Consultancy will be required to undertake the following activities:

### Preparation

1. Prepare a Consultancy Work Plan describing the specific tasks to be conducted and methods to be used for each. It is suggested that the Consultancy be organized into four principal phases, specifically: (i) Information Gathering, (ii) Drafting of an Assessment of Existing Citizen Security Initiatives, (iii) Drafting of a model Citizen Security Plan and Policy, iv) Drafting Citizen Security White Paper for St-Lucia, St. Kitts & Nevis and Guyana. The Work Plan should include a schedule of activities, indicating activity durations, dependencies and a critical path. The schedule should also indicate, for each task, consultancy personnel level of support, inputs required including human and information resources needed from Governments or other stakeholders to complete the task.

### Information Gathering

2. Review existing planning and policy documents and programme descriptions
3. Meetings and conference calls with CariSECURE team, UNDP RBLAC and Caricom IMPACS

### Assessment of Existing Citizen Security Initiatives

4. Prepare a Rapid Assessment of Citizen Security Initiatives based on:

- a. Information gathered in Task #2 and #3 above.
- b. Key informant interviews with Ministry of Home Affairs (Police), Ministry of Education, Youth, Heads of Police, Prison Departments, Family Court, relevant departments in the Ministry of Education, Secretary of National Security Council, and others. Workshops with CariSECURE Task Force may be conducted instead of individual interviews

#### Drafting of Model Citizen Security Plan and Policy

5. Based on the information gathered, design a draft Model City Security Plan and Policy. This document will be considered a methodological model to follow for the Caribbean countries;
6. For the countries requesting additional support on Citizen Security Plan and Policy (Suriname, Antigua, Grenada, St-Vincent, Barbados and Dominica), provide home based or Barbados based technical support.

#### For Priority Countries (St. Lucia, St. Kitts & Nevis and Guyana) draft Citizen Security White Papers

7. For St-Lucia, St. Kitts & Nevis and Guyana, **draft for each three countries a Citizen Security White Paper (Plan and Policy)**. At a minimum, the Policies and Plans should include the following components:
  - a. Draft a Theory of Change starting with the identification of a set of national citizen security goals and the outcomes which are preconditions for the attainment of these desired goals. An Outcomes Framework will describe the precise logic through which the interventions in the plan will lead to the outcomes which are necessary for the attainment of the end goals.
  - b. Produce a set of coherent priority strategies and action lines that have the following minimum characteristics:
    - **Commitment at the highest level:** The commitment of decision makers at the highest level is key for it to be considered a public policy and national plan and for there to be effective leadership for its implementation.
    - **Collaborative strategies:** the plan must take be premised on collaborative strategies appropriate to dealing with complex, multifaced problems for which there are multiple approaches and many stakeholders amongst whom power is dispersed.
    - **Results-based:** It should establish results that are the expression of concrete and measurable changes, with clear goals and responsibilities over time.
    - **Clear prioritization and gradual implementation:** The order of priority and implementation of the results and actions must be established to ensure effective management and an intelligent sequence of actions.
    - **Targeting specific populations to address their specific vulnerabilities.** Citizen insecurity affects different groups in different ways so local strategies and services for particular neighbourhoods and sub-groups are needed.
    - **Inclusiveness and co-responsibility:** The plan should identify the roles and responsibilities of all stakeholders. It should not only include institutional actors but other stakeholders to generate the co-responsibility needed.
    - **Political and social consensus:** without political consensus and a social pact, the policy can remain on paper, without being implemented and without effective ownership.

- **'State' policy:** It should represent the expression of the commitment of the three branches of government. This distinguishes it from a government or party policy and increases the likelihood of sustainability.
  - **Temporality:** linked to the above, the plan and policy should ideally be established beyond a single term of government to ensure the sustainability of the efforts and vision in the medium and long term.
- c. For St. Lucia, St. Kitts and Nevis and for Guyana, draft mechanisms for the coordination and monitoring of plan/policy implementation. The design of this mechanism should include the specific actors and their responsibilities, means of coordination and information sharing, and a process monitoring system.
  - d. Timetable for implementation of actions for St. Lucia, St. Kitts & Nevis and Guyana
  - e. Budget indicating recommended expenditures for St. Lucia, St. Kitts & Nevis and Guyana
8. Conduct a series of workshops and presentations for St. Lucia, St. Kitts & Nevis and Guyana
  9. Lead the preparation of a graphic-based information booklet for public dissemination for St-Lucia, St. Kitts & Nevis and Guyana on Citizen Security.

This **Scope of Work** attempts to define the actions and approaches required to draft practical and effective plans; however, if the Consultancy Team Lead, through its own experience and knowledge, has recommendations for amendments or additions, he's encouraged to present these in their proposals, during the interview, and if contracted, during the process of preparing the deliverables hereunder.

The Consultant Team Lead will work in close collaboration with staff from RSS, CariSECURE and Caricom Impacs. Tasks and activities will be split between members of the team. The Consultant Team Lead will have to submit an expected level of support from the Citizen Security Team

## H. DELIVERABLES

1. A Consultancy Workplan describing the steps to be taken, methodologies to be used at each step, and a timeline for completion. The timeline should identify critical dependencies and a critical path. The Workplan should include a expected level of support from other members of the team: tasks, travel and deliverables
2. A Rapid Assessment of Citizen Security Initiatives in Barbados, Guyana, St. Lucia and St. Kitts and Nevis and for 3 other countries (these countries could be Dominica, SVG, Suriname, Antigua, Grenada). The Project has the possibility to change the designated countries.
3. A Theory of Change for establishing citizen security for St. Lucia, St. Kitts & Nevis and Guyana This should include both narrative and graphic representations. The Project has the possibility to change the designated countries.
4. A Comprehensive National Citizen Security Model Policy.
5. Specific National Citizen Security White Paper (Plans and Policy) for St. Lucia, St. Kitts & Nevis and Guyana. The White Papers must be supported by infographics demonstrating the concepts, relationships, logic behind the strategic actions comprising the policy and plan. The Project has the possibility to change the designated countries. It is expected these Policies will be the result of cooperative discussions/ workshops with all relevant stakeholders.
6. Monitoring and Evaluation Frameworks and Plans for St. Lucia, St. Kitts & Nevis and Guyana White Papers. The Project has the possibility to change the designated countries.



7. A Regional workshop to present White Papers designed/prepared by/for St. Lucia, St. Kitts & Nevis and Guyana

| <u>No.</u> | <u>Deliverable</u>   | <u>Due Date (after contract signature)</u> | <u>% Payment</u> |
|------------|--|--|------------------|
| 1          | Consultancy Workplan describing the steps to be taken, methodologies to be used at each step, and a timeline for completion as well as the level of support expected from Seconded Staff   | 18 March 2019                              | 5                |
| 2          | An Assessment of Citizen Security Initiatives in Barbados, Guyana, St-Lucia and St. Kitts and Nevis and for 3 other countries (these countries could be Dominica, SVG, Suriname, Antigua, Grenada). The Project has the possibility to change the designated countries | 15 May 2019                                | 10               |
| 3          | A Theory of Change for establishing citizen security for St. Lucia, St. Kitts & Nevis and Guyana. This should include both narrative and graphic representations. The Project has the possibility to change the designated countries                                   | 15 June 2019                               | 10               |
| 4          | A Comprehensive National Citizen Security Model Policy   | 23 August 2019                             | 25               |
| 5          | Specific National Citizen Security White Paper (Plans and Policy) + Monitoring and Evaluation Frameworks and Plans for St. Lucia, St. Kitts & Nevis and Guyana   | 17 January 2020                            | 40               |
| 6          | A Regional workshop to present White Papers designed/prepared by/for St-Lucia, St-Kitts&Nevis and Guyana   | 14 February 2020                           | 10               |

## I. QUALIFICATIONS

The Consultancy lead should hold advanced degrees in fields related to national development and citizen security (e.g. development studies, economics, criminal justice, social planning, etc.) and should have at least 10 years of working experience in development planning. In lieu of an advanced degree in the relevant fields, the Consultancy Lead may have Bachelor's Degree and 15 years of relevant work experience.

1. The Consultancy Lead should have detailed and current knowledge of development and social issues in the Caribbean and be conversant with key social planning documents and development studies concerning the Caribbean.
2. The Consultancy Lead should have at least 5 years' experience in workshop facilitation for high-level political and executive actors and in community consultations.

## II. COMPETENCIES

3. The Consultancy Lead must be able to demonstrate excellent written and verbal communication skills.

4. The Consultancy Lead must be able to demonstrate practicality, open-mindedness, and the creative and non-linear thinking that is needed to address complex problems.
5. Excellent writing skills

## **J. ANNEXES**

ANNEX I – TERMS OF REFERENCES (TOR) – separate TOR only provided for complex procurement; otherwise, see above

ANNEX II – GENERAL TERMS AND CONDITIONS

ANNEX III – OFFEROR'S LETTER

ANNEX IV – FINANCIAL PROPOSAL TEMPLATE

ANNEX V – SAMPLE INDIVIDUAL CONTRACT