



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE
(International or National Competition)

Date: January 15, 2018

REF NO.: BBRSO59749

Job Title: Change Agent Expert

Country: UNDP Barbados and The OECS

Description of the assignment: To build a common understanding of the Police and DPP Applications by all relevant stakeholders .

Project name: CariSECURE

Period of assignment/services (if applicable): Twenty Four (24) non-consecutive working days between March 2019 to May 2019

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=83163 (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.** The subject line of your email must contain the following: **"BBRSO59749 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 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-notices.undp.org/view_notice.cfm?notice_id=52925 (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**

Background to Consultancy

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 are 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 to 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.

Over the past several decades, researchers have established the importance of implementing data driven policing strategies. Caribbean police services will soon have ample electronic crime data increasing their capacity to analyze their crime problems for implementing data driven, evidence-based programs. Prior to achieving these goals, however, it will be of the utmost importance that all actors involved in the Rule of Law process, Police Officers, Police Investigators, DPP, Private Attorneys and Judges, be informed of the changes the technology will introduce and how these changes will impact their work.

Within this context, the Project is now seeking a Change Agent Consultant: 1) to support the project in liaising with all the actors impacted by the project; 2) introduce the technological solutions the project will introduce to these actors, 3) identify possible weaknesses in the Rule of Law (RoL) system and 4) propose technological recommendations that would address these gaps/weaknesses. The Consultant will coach and mentor these actors to identify the solutions which would be translated into the Police/DPP Applications.

B. 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 brief methodology 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

C. FINANCIAL PROPOSAL

- **Lump sum contracts**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial

proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

D. TRAVEL

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the *Individual Consultant* wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

E. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

- *Lowest price and technically compliant offer*

When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both:

- a) responsive/compliant/acceptable*, and
- b) offering the lowest price/cost

**responsive/compliant/acceptable” can be defined as fully meeting the TOR provided*

- *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:

- a) responsive/compliant/acceptable, and
- b) 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 –

Criteria	Weight	Max. Point
<u>Technical</u>	70	70
<ul style="list-style-type: none"> • <i>Proposed Methodology to deliver on time and with high quality the expected deliverables</i> 	15%	10.5
<ul style="list-style-type: none"> • <i>Master’s in International Development, Law or Security;</i> 	10%	7
<ul style="list-style-type: none"> • <i>At least 5 years’ experience in organizational change management (restructuring/re-engineering) in public sectors as well as an understanding of Rule of Law issues (30%)</i> 	40%	28

<ul style="list-style-type: none"> • <i>Experience in organizational re-structuring or re-engineering/modernizing public administration processes is required</i> 	20%	14
<ul style="list-style-type: none"> • <i>Demonstrated experience in working in the Caribbean Public Administration</i> 	15%	10.5
<u>Financial</u>	30	30

F. 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

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

Objective

General:

The main aim of this consultancy is to build a common understanding of the Police/DPP Applications that will be developed for CariSECURE priority countries (St. Kitts and Nevis, Guyana and St. Lucia) and make sure that all actors in the Rule of Law chain understand and endorse the project and its outcomes.

Specific:

Specifically, the undertaking will provide an opportunity to achieve the following objectives:

1. Systematically map out the current strengths and gaps of the actual Rule of Law process in St-Kitts and Nevis, Guyana, St-Lucia and Barbados;
2. In close collaboration with the awarded contractors identified to develop the Police/DPP Applications, identify technological solutions (business process) that would address the gaps identified;
3. Build through coaching and mentoring approaches a full endorsement of the suggested solutions by all Rule of Law actors impacted by the CariSECURE Applications (Police, DPP, courts, private attorneys, legal aid etc); and
4. Upon endorsements of these new business processes, the Consultant should submit recommendation to the Project as they will be translated into IT solutions.

III. Scope of Work:

The consultancy will be divided into two phases:

Part One (first step)

Part One includes the conduct of critical organizational assessments on how the information is shared between agencies and in what form. It will identify gaps and/or issues and formulate recommendations to consider and select the most suitable approaches. This means that the Consultant will have to undertake the following activities in close collaboration with all relevant actors:

1. Through a focus group methodology, present to the Rule of Law actors the Police/DPP Applications Solution and the benefits it will generate;
2. Study the routine way of functioning and sharing information between agencies (prior the deployment of the Police/DPP Applications Solution), identify gaps/issues and develop in close collaboration with the focus group potential options;
3. Submit these recommendations to the Project for possible inclusion in the Police/DPP Applications Solution;
4. In close collaboration with the awarded IT Contractors, the Consultant should submit an in-depth assessment of the agencies technical capacities to undertake internally the proposed new process of sharing information/data. The report should identify critical capacity gaps and technical requirements that will need to be addressed;

These recommendations and suggestions will then be submitted to the Project and the awarded IT Contractors. It is expected that the Awarded Contractors will provide technological solutions to these recommendations as well as minimum technical or technological requirements for Rule of Law agencies

Part Two

The Consultant will present these technological solutions and agree with all actors involved the way forward in the implementation. It is expected the Consultant would develop in close consultation with all Rule of Law actors a road map to implement the agreed recommendations. The program of work could include:

1. Developing revised/adjusted functional processes;
2. Developing and implementing transition plans;
3. Defining/establishing roles and responsibilities, systems, and processes changes.

H. DELIVERABLES

The Consultant is expected to develop and submit the following:

1. Systematically map out of the current way of sharing information/data and gaps (for St-Kitts and Nevis, Guyana, St-Lucia and Barbados);
2. A detailed proposal to include the key actions outlined in Part One and Part Two of the consultancy (for St-Kitts and Nevis, Guyana, St-Lucia and Barbados);

I. REQUIREMENTS FOR EXPERIENCE AND COMPETENCIES

QUALIFICATIONS

The Consultant should have a background in International Development, Law or Security and at least 5 years of work experience in change management or as a Change Agent. Specifically, the Consultant should possess the following qualifications:

1. Master's in International Development, Law or Security;

2. At least 5 years' experience in organizational change management (restructuring/re-engineering) in public sectors as well as an understanding of Rule of Law issues;
3. Experience in organizational re-structuring or Business Process is required;
4. Familiarity with Information Technology environment particularly in data collection and data processing.

COMPETENCIES

1. Ability to translate strategic thinking and innovative ideas into practical operational recommendations; and
2. Solid analytical, presentation, interpersonal, communication, and negotiation skills.

J TIMEFRAME

The Consultant will be deployed in CariSECURE countries between March 2019 and May 2019 for a total of 24 non-consecutive working days. It is expected the Consultant will spend a maximum of 6 days per country (St-Kitts and Nevis, Guyana, Barbados, St-Lucia). It is expected the Consultant will hold at least 2 workshop/focus group discussion per country

Deliverable	Payment	Proposed Delivery Date	Level of support
Systematically map out of the current way of sharing information/data and gaps + detailed proposal to include the key actions outlined in Part One and Part Two of the consultancy (St-Lucia, St-Kitts and Nevis)	50%	April 2019	12 days
Systematically map out of the current way of sharing information/data and gaps + detailed proposal to include the key actions outlined in Part One and Part Two of the consultancy (Guyana and Barbados)	50%	May 2019	12 days