

## **Terms of Reference**

**National or International consultants:** National consultant

**Description of the assignment:** Draft Job description for Baalbek municipal police.

**Project Title:** Enhancing Community Security and Access to justice in Lebanon Host Communities

**Period of assignment/services:** 2 months (13 working days)

### **1. Background/Rationale**

Since 2016, the Ministry of Interior and Municipalities (MoIM) established a committee to reconfigure and redesign the role and institutional framework within which municipal police in Lebanon operate, with UNDP support. The Committee includes representatives of the MoIM, Internal Security Forces (ISF) Academy, UNDP and UNHCR, and is chaired by the Head of the ISF Academy.

Those efforts led to the design and development of a set of institutional measures of legal, policy and operational nature: (a) The Standard Operating Procedures (SOP) that were communicated to all municipalities in Lebanon by the Ministry of Interior and Municipalities in February 2018, b) the unified Code of Conduct, c) the training curriculum on community-policing approach (provided by the ISF Academy), d) a harmonized uniform (approved by the Ministry of Interior) ; and (e) a policy to increase the recruitment of female Personnel.

UNDP deployed an International consultant to assess the work of the municipal police and produce a capacity development plan in the 9 pilot municipalities which includes Baalbek. The main objective is to coach and mentor the municipal police of Baalbek Municipality to efficiently work within the new framework of the Municipal Police. The absence of Job description for municipal police personnel was a common finding between municipalities in Lebanon and in particularly municipalities that undertake the coaching.

As part of the process of strengthening the municipal police in Lebanon, a series of documents has been prepared to define the municipal police regulatory framework (standard operating procedures and code of conduct). Trainings to develop social skills, such as conflict resolution and mediation techniques, have been developed. However, to strengthen the institutionalization and professionalization of the municipal police, regulations for each city, in particular for Baalbek, should be developed.

Specifically, in Baalbek, it will be necessary to redefine the tasks, roles and powers of the municipal authorities and the police, create new structures adding new functions to the municipal police, deploy instruments to integrate the guards into the municipal police, improve the recruitment and working conditions and build the capacities to provide a 24-hour service.

While the SoP (articles 4 and 5) specify the general rights and duties of municipal police in Lebanon, municipalities do not have specific job descriptions to clarify roles, responsibilities and necessary

qualifications of municipal police personnel. The Job descriptions will be made available to any interested municipality.

## **2. Scope of work/responsibilities**

The tasks of the consultant will include, but not be limited to the following:

- Background Information: read and review
  - Existing background information on the pilot municipality, notably: coaching report, reports on the community dialogue platform.
  - Information on elements describing the mission, role and tasks of the municipal police: SOPs (including annexes); Code of Conduct; curriculum training; workshop report on head of municipal police training; etc.
  - Regulations and documents of the municipality of Baalbak in relation to human resources management.
  - Information and regulations related to job descriptions in municipalities.
- Conduct meetings with national institutions, the Ministry of Interior and Municipalities, ISF Academy and UNDP.
- Development of methodology:  
Develop Methodology to guide the discussion around and master different methods of decision taking. Developed a selection of useful questions regarding the topic to be able to animate the discussion.
- Briefings and Meetings at Municipal Level: Have briefings and meetings with the pilot municipality: Mayor, members of the council, Head of municipal police, Municipal agents, municipality lawyer, head of the municipal administration, and human resources department to identify the tasks and qualifications required.
- Development of Tools: Preparation of the inputs needed – a general presentation focused on the need of drafting job description (topic, goals, objectives, expected results, timeframe, etc.). The tools will be produced through a participatory approach, as described in the methodology (cf. above).
- Job Description: Produce 3 job descriptions for Municipal police as follows:
  - Head of Municipal police
  - Deputy-Head of Municipal police
  - Municipal police agent
- Final Report: Produce a final report on results achieved, action points and challenges faced and include recommendations, as well as all documents produced during the consultancy.

All deliverables need to be validated by UNDP. The deliverables need to be produced in English and Arabic (cf. detail below). The consultancy will require a total of 13 working days.

#### INDICATIVE CALENDAR

INDICATIVE DURATION OF THE WORK	
MAIN TASKS	DURATION
Reading of documents provided by UNDP (coaching final report, capacity development plan).	2 working days
Briefing/Debriefing and meetings with UNDP; meetings with MoIM and ISF Academy	2 working days
Meetings with the pilot municipality: Mayor, Head of municipal police, Municipal police delegate, Municipal agents, Municipality lawyer, head of municipal administration, head of human resources; debriefing with municipality	3 working days
Developing a concept note / methodology	1 working day
Meeting with the municipality committee for drafting job description (6 meetings)	4 working days
Final report and Job descriptions. <ul style="list-style-type: none"> <li>The report will include a list (results achieved, action points and challenges faced and recommendations)</li> <li>Three job descriptions for: 1) municipal police delegate, Head of municipal police 3) municipal police delegate – validated by the municipal committee.</li> </ul>	1 working day
<b>Total:</b>	<b>13 working days</b>

#### 4. Expected Outputs and deliverables.

**Expected Output:** The MoIM and municipality of Baalbak are equipped to develop job descriptions for the municipal police that are informed by the existing regulatory framework and practices.

The consultant shall submit the following deliverables, in word format and PowerPoint where applicable:

Deliverables	Description	Target Due Date	Review and Approvals Required
Deliverable 1	Work plan (English)	Week 1	CTA
Deliverable 2:	Report on existing human resources regulations regarding municipal personnel; and human resources management regulations and practices, particularly of municipal police, in the municipality of Baalbek (English)	Week 4	CTA
Deliverable 3	To submit Minutes of meetings after meeting with Municipality (Mayor, members of the council, Head of municipal police, Municipal agents, municipality lawyer) (English)	Week 6	CTA

Deliverable 4	To submit three job descriptions for: 1) Municipal police delegate 2) Head of municipal police 3) Municipal police agent (English and Arabic)	Week 6	CTA
Deliverable 5	The final report will include all challenges, concerns, suggestions, recommendations, action points (English)	Week 8	CTA

All deliverables need to be validated by UNDP. The deliverables need to be produced either in English and/or Arabic, as indicated in the above-table.

## 5. Institutional arrangements

The consultant will work under the overall supervision of the CTA and direct supervision of the project coordinator.

UNDP has full ownership of the activity and of its final product. Thus, any public mention (including through social media) about the activity should state clearly that ownership. In addition, any public appearance related to the activity should be coordinated and approved by UNDP.

The consultant will be in direct contact with the local stakeholders and municipality. The consultant will rely on his/her private means of transportation to commute from/to the duty station and on his/her personal means of communication while executing the required tasks.

### REPORTS VALIDATION MODALITIES

Provisional approval of submitted reports shall take place at each of the defined milestones shown in section 3. It is expected that such approval shall not exceed 3 working days from the notification of the completion of a specific milestone.

On submittal of the final report, the Chief Technical Advisor (CTA) shall respond within maximum of 3 working days and the decision may either be:

- a) Approval,
- b) Approval with reservations upon which the Consultant shall reply within 3 working days under penalty of rejection,
- c) Rejection with clear justifications.

## 6. Duty station

The consultant will be conducting the work in Baalbek and Beirut. Final report writing can be done home-based. All other activities need to take place in Lebanon.

The consultancy must be done in one phase.

## 7. Requirements for experience and qualifications

The consultant should have the following minimum qualifications and competencies:

- A Master's degree in Human Resources Management, Labor Law, Business Administration, Psychology or related fields;
- 7 years of work experience in Human Resources Management and/or Development (including a minimum of 3 years in a managerial position);

- Strong analytical skills, including legal analysis;
- Experience in working with municipalities;
- Excellent command of written Arabic and English.

## **8 . Scope of Price Proposal and Schedule of Payments**

All proposals must include a technical and financial offer be expressed in lump sum taking the following into consideration:

- the lump sum amount must be “all-inclusive<sup>1</sup>”;
- the contract price is fixed regardless of changes in the cost components.

Payment will proceed as following:

100% upon completion of all deliverables and UNDP acceptance.

## **9. Annexes**

- Annex 1 SoP.

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<sup>1</sup> The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal