

TERMS OF REFERENCE

Reference	PN/FJI/012/22
Location	Suva, Fiji
Application deadline	24 February, 2022
Type of Contract	Individual Contractor
Post Level	International/ National Consultant
Consultancy Title	Consultant - P2G Police Clearance Scoping and Feasibility, Fiji
Languages required:	English
Duration of Initial Contract:	20 working days between February 2022 to April 2022

BACKGROUND

This term of reference document defines the plan and deliverables for the Fiji Police Force (FPF) to assess the Police Clearances process with a view to establish opportunities for digitization of the related payments process including mapping the existing payment flows (Person to Government or P2G). The consultant will be required to scope out the feasibility of setting up (i) a digital process for processing and issuing police clearance certificates and (ii) introducing digital payment options to reduce client costs and improve efficiency of operations.

The United Nations Capital Development Fund (UNCDF) makes public and private finance work for the poor in the world's 46 least developed countries. UNCDF is implementing the "Leaving No One Behind in the Digital Era" through the Pacific Digital Economy Programme (PDEP) to equip people in Fiji, to use innovative digital services in their daily lives that will empower them and contribute to achieving the Sustainable Development Goals.

Digitizing payments and promoting electronic payments in government channels is a key focus area within Fiji's 5-Year (2017-2021) & 20-Year (2017-2036) National Development Plan. This initiative is being implemented with the collaboration of UNCDF's Pacific Digital Economy Programme, Ministry of Economy, and Fiji Police Force.

The Fiji Police Force has the vision of a modern and professional police force united in delivering policing service, in partnership with the communities for a safe and secure Fiji. The Force administers the Police clearances payments process for all Police clearances for Fiji residents. Payment flows (P2G) for Police clearance activities are predominantly via cash. The Force has other payment flows as part of its normal business operations. It is understood that these payment forms use cash and direct debit transfers.

OBJECTIVE

This initiative is being undertaken by the Fiji Police Force with the overall objective of

- a) improving efficiency and accessibility to Police Clearance;
- b) enhancing the search ability of documents
- c) contributing to the comprehensiveness of FPF database

Therefore, all preliminary engagements, implementation and post review exercise should align to the fundamental objectives of this initiative

DUTIES AND RESPONSIBILITIES

Scope of Work

The scope of work will require specialist with relevant expertise and a proven track record in digitizing government payments and receipts or with digital financial services or with implementing digital financial service platforms.

The desired working style must be empowering to national partners and foster optimal application of local knowledge and capacities in undertaking and delivering the tasks identified. The successful bid will be expected to manage the scope of the activity with minimal UNCDF oversight. The successful bidder will use their own work equipment, computer programmes, printing, telephone, and internet connectivity for this activity. When the consultant is in Suva, Fiji, work space will be provided at the Fiji Police Force offices.

The consultant will:

- Work closely with the Fiji Police Force, Ministry of Economy and DigitalFiji to conduct the scoping exercise and to prepare the feasibility report;
- Identify and map the existing payment flows for firstly the Police clearances and secondly, for all other transactions, estimate the transaction volumes, values and frequencies as well as the modes of payments (cash, cheque and digital) across the last 5 years;
- Work with the Force's legal team to review existing legislation and regulations to come up with suggestions for introducing digital payment options for the Police clearance payments and for all other payments received or paid by the Force and making the same compulsory after required field testing and pilot roll out;
- Work closely with the Force to assist and identify cost drivers, map out potential areas for cost reductions through digital payment options, estimated efficiency losses and other impacts of continuing with the present heavily cash-based transaction platform and recommend one or more payment channel options;
- Assist the Force's IT team to review their administrative set up, IT systems and CRM to assess readiness to support digital payments and recommend necessary changes;
- Prepare budgets and estimates for the above changes in conjunction with Force's senior management to introducing digital payment channels;
- Provide approximates of cost/time savings for applicants/users if they use digital payment channels

and;

- Prepare a detailed workflow including document preparation, scanning methodology based on current/initiated IT incentives, change management, disaster recovery plans, initial storage of the digitized contents, digitization software, training & capacity building of the FPF staff, etc.
- Identify system security risks and breach of data and how such shall be handled, online data confidentiality, data integrity, data sharing, etc. Current internal regulations to be reviewed to accommodate digitized change management.
- Report directly to UNCDF, provide recommendations on the level and nature of UNCDF support towards a possible digitization of payment flows project.

Expected Outputs and Deliverables

- The consultant is expected to deliver as a report and a short presentation the following outputs to the satisfaction of the Fiji Police Force and UNCDF evidence-based payment flows map covering firstly the Police clearances payments process and secondly, all other types of payment transactions from customers to Police including the type, frequency, amounts, mode of these payments together with any other pertinent information for assessing payment flows;
- Evidence-based assessment of the readiness of Police IT and business systems and processes to accept and properly account for digital payments received, together with recommendations relating to upgrade/changes (if any required);
- Legal/regulatory changes required in order for Police to make Police clearances payments as well as all other customer payments digital;
- Overview of possible digital payment solutions with suggested partners to work with;
- Approximate costs and budgets for moving to digital payment channels;
- Estimated cost/time savings for the FPF as well as the end user for using digital payment channels;
- Detailed workflow including document preparation, scanning methodology based on current/initiated IT incentives, change management, disaster recovery plans, initial storage of the digitized contents, digitization software, training & capacity building of the FPF staff, etc.
- Considerations for customer onboarding for these digital payment solutions; and
- Recommendations to UNCDF in relation to future support for the digitization of payment flows.

Institutional Arrangement

During the term of the assignment, the consultant will report to the Country Coordinator Fiji. During the assignment the consultant will be required to provide progress updates either through email or a short report to the Country Coordinator based in Suva, Fiji.

Duration of the Work

- A total of 20 working days will be allocated to complete the above assignment, which will include 12 days of work in Fiji, 2 days of preparatory work, 3 days to prepare the draft report with recommendations and 3 days to submit final report after feedback from UNCDF/Police. Note that UNCDF/Police will take 10 working days to provide feedback on recommendations made and the draft report.

- The days worked are non-consecutive and expected to be completed by 30th of April 2022
- The actual level of effort will be subject to periodic review by the Pacific Digital Economy Programme during the course of the activity.

Duty Station

Home-based and in-country visits to Fiji

COMPETENCIES

- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Comprehensiveness knowledge of assessing and implementing P2G/G2P solutions preferably in pacific countries.
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

REQUIRED SKILLS AND EXPERIENCE

Educational Qualifications:

- A Master's degree in economics, public/business administration, social sciences or related discipline;

Experience

- Knowledge and experience introducing and working with digital payments solutions, digital financial services or digital financial service platforms.
- Prior experience of working in G2P and/or P2G projects to develop digital payment strategies and assess business processes, IT systems and legislation.;
- Experience in advising public sector on P2G and financial inclusion;
- Track record in conducting research relevant to this TOR, including qualitative and quantitative methods;
- Excellent writing and analytical skills;
- Experience in working with cross-cutting and multi-cultural teams;
- Previous work in the Pacific region is an advantage, but not essential;
- Experience in the Pacific or other developing country context in financial inclusion.

Language requirements

- Fluency of English language is required;
- Knowledge of Fijian language would be an asset.

Price Proposal and Schedule of Payments

Consultant must send a financial proposal-based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Deliverable	Percentage	Tentative Due Date
Draft Report	30%	31 st March 2022
Final Report	30%	19 th April 2022
Presentation – Main findings and recommendation	40%	26 th April 2022

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

Evaluation Method and Criteria

The award of the contract shall 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 set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation (Maximum 70 points)

Criteria		Points(%)
Qualifications		10%
1	Master's degree in economics, public/business administration, social sciences or related discipline	10%
Experience and Competencies		60%
2	Min. of 5 years of experience with introducing and working with digital payments solutions, digital financial services or digital financial service platforms.	20%
3	• Appropriateness of methodology and approach to assignment track record	10%

	in conducting research relevant to this TOR, including qualitative and quantitative methods; Excellent writing and analytical skills;	
4	Prior experience of working in G2P and/or P2G projects to develop digital payment strategies and assess business processes, IT systems and legislation.	20%
5	Demonstrated experience of working in cross-cutting and multi-cultural teams in a leadership capacity.	5%
6	Experience in the Pacific or other developing country context in financial inclusion.	5%
Financial		30%
7	Financial bid	30%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

When providing a financial proposal for this activity, please indicate travel as a separate cost item or alternatively quote a lump-sum including professional fees, living allowances, incidentals and travel.

Documentation required

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into **one (1) single PDF document** as the application only allows to upload maximum one document:

- **Letter of Confirmation of Interest and Availability for the duration of the assignment** using the template provided in Annex II.
- **CV** indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; and b) a methodology, on how they will approach and complete the assignment
- **Financial proposal in USD for International and FJD for National**, as per template provided in Annex II

Note: Successful individual will be required to provide proof of medical insurance coverage before commencement of contract for the duration of the assignment.

Incomplete, joint proposals and proposals sent to the wrong mailing address will not be accepted. Individuals interested in this consultancy should apply and will be reviewed based on their own individual capacity. The successful individual may sign an Individual Contract with UNDP or request his/her employer to sign a Reimbursable Loan Agreement (RLA) on their behalf by indicating this in the Offerors letter to Confirming Interest and Availability using Annex II.

Annexes

- Annex I - Individual IC General Terms and Conditions
- Annex II – Offeror's Letter to UNDP Confirming Interest and Availability for the Individual IC, including Financial Proposal Template

All required templates are available on the UNDP Procurement website: www.pacific.undp.org.

Proposal Submission

- All applications must be clearly marked with the title of the consultancy (Consultant - **P2G Police Clearance Scoping and feasibility, Fiji**) with reference (PN/FJI/012/22) and submitted via **UN Job shop** by **24 February 2022**.
- **Note: UNDP Jobs only supports single document upload hence ensure that the proposal is consolidated and submitted as one single document.**
- For further information concerning this Terms of Reference, please contact UNDP Pacific Office by email: procurement.fj@undp.org.

Women applicants are encouraged to apply