



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

1. Consultancy Information

Consultancy:	Capacity Needs Assessment Expert (Tanzanian National)
Supervisor:	Chief Technical Advisor, Democratic Empowerment Project (DEP)
Duration:	25 working days
Starting Date:	June 2014
Duty Station:	Dar es Salaam
Located at:	Democratic Empowerment Project/National Electoral Commission
Full/part time:	Full time

2. Organizational Context

Tanzania has held four credible general elections since the reintroduction of multi-party politics in 1992. Citizens and the government are eager to maintain this track record and to further strengthen democratic practice in Tanzania. Looking to the 2015 general election, government has undertaken early and comprehensive preparations for the electoral processes. Since receipt of official requests for UN assistance to the election cycle leading to the 2015 general election from the National Election Commission (NEC) and Zanzibar Electoral Commission (ZEC), a UN Needs Assessment Mission recommended the development of a project in support of the national efforts.

In addition, in 2014 the United Republic of Tanzania will likely conduct a first national referendum on a new constitution. The EMBs and other stakeholders in preparing for these critical events have requested the assistance of UNDP to provide technical support to the preparation and execution of this referendum.

To this end, the Democratic Empowerment Project (DEP) is a four year (2013-2016) UNDP, United Nations (UN) One Fund and other donor-funded project with the overall aim of contributing to Tanzania's United Nations Development Assistance Plan's (UNDAP's) Outcome 7: i.e. "Key institutions of democracy, (i.e. EMBs, etc.) effectively implement their election and political functions". UN Women and UNESCO are implementing partners in a One UN Country Team context.

Project Objectives

The project seeks to promote democracy and contribute to the realization of the following four objectives:

1. Capacity of the key democratic institutions enhanced to support and promote legal and institutional reform in the context of the on-going constitutional reform process and beyond.
2. Capacity of the EMBs to conduct credible elections enhanced through strategic, technical and operational support and improved EMB engagement with stakeholders (i.e. political parties, civil society organisations, and the media) to foster a democratic environment.
3. Inclusive participation in elections and politics enhanced through the empowerment of women, youth and people with disabilities (PWDs).
4. National peace infrastructure enhanced to mitigate and prevent election-related conflicts.

Purpose of the assignment

As part of ongoing support to strengthen the institutional capacities of NEC, UNDP intends to recruit a national consultant working in collaboration with an international consultant to undertake a capacity needs assessment of NEC. This assessment will provide the foundation for the development by NEC of the following institutional documents: Strategic Plan; Operational Plans for Referendum and Election; Voter and Civic Education programmes; Legal support to NEC to manage legislation and regulation review(s); Logistics Plan; development of an Election Calendar; a Code of Conduct for NEC Commissioners and Staff; Stakeholder Engagement Strategy, and a Monitoring and Evaluation framework. These documents will be used to support preparations for the constitutional referendum and the 2015 general elections.

3. Scope of work

The overall objective of this assignment is to conduct a comprehensive assessment or analysis of the capacity assets and needs of NEC to effectively undertake its core functions, roles and responsibilities.

NEC requires an assessment of its current physical and skills resources to conduct the referendum and the 2015 elections. The assessment will seek to identify the gaps in knowledge, skills base and physical resources requirements for NEC to conduct the anticipated electoral events and beyond. More importantly, the assessment is to make recommendations to NEC to enable it to design and implement effective strategies to further strengthen its own long-term capacity development.

The successful candidate for this assignment will be working with an international consultant. S/he will share responsibility for the outputs and deliverables of this assignment. The national consultant will provide support for researching background documents, conducting interviews and group meetings, and supporting the drafting of the capacity assessment report.

The capacity needs assessment exercise will address the following areas:

1. Comprehensive review of the legal basis for the conduct of election and NEC's organisational structure and systems.
2. Status of the leadership, organisational policies and procedures of NEC.
3. Capacity of NEC to include the electoral cycle approach in its day-to-day activities and especially in its capacity building and organizational development objectives.
4. The capacity and skills that exist for the full range of technical election administration.
5. Capacity of NEC to plan and conduct voter and civic education for electoral events and between events.
6. Overall management capacity, its planning and logistics capacity, financial accountability, human resource management, information and communications skills of NEC.
7. Access to information, learning and empowerment of NEC staff.
8. The capacity of NEC to conduct training in the various areas articulated under its mandate.
9. The capacity of NEC to engage in multi-stakeholder dialogue involving, among others, political parties, women, civil society, faith-based organisations and youth to foster inclusive participation in the elections.
10. Status of NEC's inclusion of women, people with disabilities and youth within the organization

including its operations and programming.

11. The status of NEC's communications and public relations strategies, policies and practices and its capacity to meet those obligations.
12. The capacity of NEC to manage election observer accreditation and related support activities.
13. Capacity of NEC to mobilise resources and identify required training and modes of training for identified stakeholder needs (who, what training, how and when) and engage in partnerships to meet those needs.
14. Capacity of NEC to undertake monitoring and evaluation of the implementation of its business processes.

The national consultant will support preparation of a report covering the areas mentioned above. Each finding will be accompanied by a set of recommended solutions in the form of a capacity building plan, including a budget and a detailed timeframe, and to be included in the final report. The findings will be presented at a stakeholder workshop.

The following tasks will be conducted by the two consultants as a team:

- Prepare and present to the NEC Director of Elections and UNDP DEP a detailed inception report that shows work plan, budget and time frame of the task in a period of not less than one week after signing the contract
- Review of the existing relevant documents and literature.
- Conduct consultation processes to gather information and identify priority areas related to NEC areas of responsibilities.
- Draft initial report for submission to the NEC Director of Elections and UNDP DEP.
- When possible, present draft report to a stakeholder validation workshop and integrate inputs into the draft documents.
- Compile a technical report of the whole process.
- Submit the final document with clear and pragmatic recommendations.

This assignment will involve a number of consultations among key stakeholders. The consultants are expected to propose the best methodology to be deployed for successful achievement of the set objectives.

The Capacity Assessment Report will cover the entire assignment and shall contain, but shall not be limited to, the following elements:

- Executive Summary
- Background
- Methodology
- Main findings related to the specific objectives of the assignment
- Key recommendations
- Conclusions

The Report will as a minimum:

- Provide a detailed inventory of the current capacity of the NEC, in terms of human resources, office infrastructure, equipment, communications and transport;
- Develop an ideal profile for NEC, detailing the requirements in terms of physical (infrastructural), human and financial resources and skills base;
- Develop a capacity building plan, detailing how the above profile could be achieved;

- Provide a budget and resource requirement for the capacity building plan with all its facets (physical and human).

4. Deliverables

Based on the scope of work outlined above, the national consultant will be expected to deliver the following outputs:

Deliverables:

1. Working under the leadership of the international consultant (recruited by UNDP), a detailed inception report that shows the proposed approach, clear division of labour within the team, work plan, budget and timeframe of the task one week after commencing the assignment.
2. Draft initial report to NEC Director of Elections and UNDP DEP.
3. Present draft report to the validation workshop.
4. Draft final report to NEC Director of Elections (DoE) and UNDP DEP.
5. Submit final report with clear and pragmatic recommendations.

Professional fee will be paid according to the following :

- 25% of the fee will be paid on submission of an acceptable Inception report.
- 75% will be paid on acceptance of the final Capacity Building report.

Schedule of Deliverables and Related Payments:

Deliverables/ Outputs	Estimated duration to complete	Target due dates	Related payments	Review and Approvals Required
<ul style="list-style-type: none"> • Inception report • Work plan 	5 days	5 working days from start	1 st payment	<ul style="list-style-type: none"> • Review by DoE NEC and CTA DEP • Approval by CTA
<ul style="list-style-type: none"> • Draft report • Verification meeting • Final Report 	20 days	25 working days from start	2 nd payment	

5. Competencies

Corporate competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Professionalism:

- Demonstrates professional competence and mastery of subject matter;
- Demonstrated ability to provide innovative technical leadership through the planning, development, and management of the assignment;
- Demonstrated ability to negotiate and apply good judgment;
- Shows pride in work and in achievements;
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results;

- Shows persistence when faced with difficult problems or challenges;

Planning & Organizing:

- Ability to establish priorities and to plan, coordinate and monitor (own) work;
- Identifies and addresses priority activities and assignments;
- Allocates appropriate amount of time and resources for completing work;
- Monitors and adjusts plans and actions as necessary; uses time efficiently.

Teamwork:

- Works collaboratively with project staff and EMB officials to achieve aims of the assignment;
- Solicits input by genuinely valuing others' ideas and expertise;
- Facilitates the development of individual and multi-cultural/team competencies;
- Ability to provide substantive training and mentoring.

6. Institutional arrangements

The national consultant will work full time, based in the DEP project office in Dar es Salaam, with frequent visits to NEC HQ. Office space and limited administrative and logistical support will be provided. The consultant will use their own laptop and cell phone with administrative support from the DEP team.

The consultant will report to the DEP Chief Technical Advisor on a weekly basis.

7. Qualifications of the Successful Individual Contractor

Qualifications:	<ul style="list-style-type: none"> • A Masters degree in a relevant field such as public administration, law, or political science.
Technical Experience:	<ul style="list-style-type: none"> • Relevant experience in organizational development, capacity assessment or change management in a public sector environment is preferred for this position. • Demonstrated experience in leading the development of strategic documents in the public sector, such as operational plans, business plans and strategic plans. • Experience in training and organizational planning. • Experience in democratic governance and/or election administration programming desirable. • Solid understanding of mainstreaming of equity issues for gender, youth and PWDs into electoral and organisational frameworks. • Experience in election administration and observation in an African setting is an added advantage.
Other desirable experience & skills:	<ul style="list-style-type: none"> • Knowledge and understanding of UNDP or major donor policies and practice on capacity building. • Excellent interpersonal skills and ability to operate and deliver in a

	<p>complex and multicultural environment.</p> <ul style="list-style-type: none"> • Work experience in East Africa will be an asset. 																								
Language requirements:	<ul style="list-style-type: none"> • Kiswahili mother tongue is essential • A high level of written and spoken English is essential 																								
8. How to apply																									
<p>Please submit the following documents:</p> <ol style="list-style-type: none"> 1. Letter of Confirmation of Interest and Availability using the template provided by UNDP. 2. Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and three (3) professional references. 3. Brief description (max. ½ page) of why you consider yourself as the most suitable for the assignment, and a methodology (max. 1 page) for how you will approach and complete the assignment. 4. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided below. 																									
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<p>The financial proposal must be expressed as an all-inclusive lump sum amount in Tanzanian shillings, presented in the following template:</p> <table border="1"> <thead> <tr> <th></th><th>Unit cost (Tsh)</th><th>No.</th><th>Total</th></tr> </thead> <tbody> <tr> <td>a) Professional fee:</td><td></td><td></td><td></td></tr> <tr> <td>b) Daily living allowance:</td><td></td><td></td><td></td></tr> <tr> <td>c) Travel to/from Duty Station:</td><td></td><td></td><td></td></tr> <tr> <td>d) Other costs (specify):</td><td></td><td></td><td></td></tr> <tr> <td colspan="3">Total (lump sum):</td><td></td></tr> </tbody> </table>			Unit cost (Tsh)	No.	Total	a) Professional fee:				b) Daily living allowance:				c) Travel to/from Duty Station:				d) Other costs (specify):				Total (lump sum):			
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<p>Notes:</p> <ol style="list-style-type: none"> 1. The information in the breakdown of the offered lump sum amount provided by the Offeror will be used as the basis for determining best value for money, and as reference for any amendments of the contract. 2. The agreed contract amount will remain fixed regardless of any factors causing an increase in the cost of any of the components in the breakdown that are not directly attributable to UNDP. 3. Approved local travel related to this assignment will be arranged & paid by UNDP Tanzania. 4. The Contractor is responsible for arranging and meeting the cost of their vaccinations and medical/life insurance. 																									
10. Criteria for Selection of the Best Offer																									
<p>Offers received will be evaluated using a Combined Scoring method, where the qualifications and proposed methodology will be weighted 70%, and combined with the price offer, which will be weighted 30%.</p>																									

Criteria to be used for rating the qualifications and methodology:

Technical evaluation criteria (total 70 points):

- Demonstrated knowledge and experience in design of capacity building programmes or development of strategic documents for the public sector [25 marks].
- Knowledge and experience with organizational development methodology [15 marks].
- Previous experience related to elections or democratic governance [10 marks].
- Proposed methodology [20 marks].

Only candidates obtaining a minimum of 49 points in the Technical Evaluation will be considered for the Financial Evaluation.

Financial evaluation (total 30 points):

All technically qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula:

$$p = y (\mu/z)$$

where:

- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal
- z = price of the proposal being evaluated.

Approval

This TOR is approved by:

Signature:

 Date: 30/05/2014

Name: Mandisa Mashologu

Designation: Deputy Country Director (Programmes)