



UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

1. Consultancy Information

Consultancy Title:	National Evaluation Expert to undertake a Value for Money Case Study of the Radio Communication System (RCS) and the Incident Reporting and Response System (IRRS) provided to the Tanzania Police Force
Department/Unit:	Democratic Governance
Supervisor:	DEP Project Manager
Duration:	25 working days
Starting Date:	June 2016
Duty Station:	Dar es Salaam (<i>with occasional visits to Tanzania Police in Dar es Salaam and Zanzibar, and potentially other visits to regional police stations</i>)
Located at:	Democratic Empowerment Project
Full/part time:	Full time

2. Organizational Context

On 25th October 2015, Tanzania held its fifth general elections since the re-introduction of multi-party politics in 1992. Towards this end, the government undertook early and comprehensive preparations for the electoral processes to ensure inclusive, credible and peaceful elections.

In response to a request for support by the Government of Tanzania, UNDP, with support from other development partners established the Democratic Empowerment Project (DEP) to support national efforts towards the delivery of inclusive, transparent, credible and peaceful elections. DEP is a four year project (2013 -2016) implemented by UNDP in partnership with UNESCO and UN Women under the one UN county context. The project focuses on capacity strengthening and its key implementing partners include the Electoral Management Bodies (i.e. the National Electoral Commission & the Zanzibar Electoral Commission), the Judiciary, the Police and the Office of the Registrar of Political Parties.

DEP contributes to the United Nations Development Assistance Plan (UNDAP) outcome 7 of "Key institutions [of democracy] effectively implement their election and political functions."

DEP contributes to this goal via four different strategies:

- i. *supporting the capacity of the key democratic institutions to promote legal and institutional reform*
- ii. *supporting the capacity of the Electoral Management Bodies (EMB) to conduct credible elections (through strategic, technical and operational support and through improved EMB engagement with stakeholders)*
- iii. *supporting the inclusive participation in elections and politics through the empowerment of women, youth and PWDs*
- iv. *supporting the national peace infrastructure to mitigate election-related conflict.*

As part of its support to the national peace infrastructure to mitigate election-related conflict, DEP provided radio communication equipment to the Police to ensure extended reach to all regions and districts as a way of enhancing police communication. In addition, the project developed an Incident Reporting and Response System to assist the Police in tracking and responding to election-related incidents.

3. Purpose of the Assignment

As part of the project's Monitoring and Evaluation undertakings, UNDP wishes to recruit a national consultant to work closely with an international consultant in undertaking a value for money case study assessment of the project's support to Tanzania Police Force. In addition, the study will look at the sustainability of the TPF's radio communication system and its Incident Reporting and Response System (IRRS) starting from 2010 and beyond the 2015 general elections.

Support for the radio communication system and the IRRS were introduced under UNDP's previous elections project, *Election Support Project (ESP, 2010)*, and later expanded under the *Democratic Empowerment Project (DEP, 2015)* to provide radio coverage to the newly created districts and regions and to operationalize the IRRS, including a transition from analogue to digital radio. Related activities under the DEP project contribute to two outputs namely; (i) Strengthened capacities of key stakeholders (national Police) to maintain the security and integrity of electoral events and (ii) Strengthened collaboration among key partners to mitigate risks to peaceful elections.

The IRRS is a web-based software application that uses information from the radio communication system to log and track reported incidents through their life cycle until they are closed. Incident reports from the field made by police officers via the radio communications network are logged into the system, assigned to a response team and tracked until they are resolved. The purpose of the IRRS is to assist the Police in incident tracking while providing timely statistical information on reported incidents. There are two installations of the IRRS: one at the TPF headquarters in Dar es Salaam and the other at the TPF headquarters in Zanzibar. Each installation site was supplied with the IRRS software, a desktop computer, a wall-mounted TV to display the incidents map and two printers.

The case study will assess the Value for Money proposition of this investment and its continued use by the TPF in the 2015 general elections and beyond. In particular, the study will assess the economy, efficiency and effectiveness of the procurement, installation and use of radio communication equipment and the IRRS by the TPF as a means to achieving the corresponding project outputs in line with the project's theory of change (*see Annex Document*).

4. Scope of work

The radio communication system and the IRRS were major activities implemented under the Election Support Project (ESP, 2010-2012), precursor to the current Democratic Empowerment Project (DEP). Under DEP, the project's support focused on continued use and expansion of the radio communication to the newly created districts and regions and implementation and

use of the IRRS system in the 2015 general elections. As such, the case study will also investigate the sustainability of the investments carried over from one electoral cycle to the next (2010 to 2015). In particular, the assessment will include four key themes to guide the questions of the study:

- 1) *Economy*: was the procurement of the radio communication equipment and the IRRS done appropriately and with attention to appropriate quality at the right price?
- 2) *Efficiency*: how was the installation and training carried out to ensure its utmost efficiency?
- 3) *Effectiveness*: Was the system the right approach for what was needed to effect the desired changes?
- 4) *Sustainability*: what is the prognosis for continued use by the Tanzania Police Force?

Key activities to be undertaken

The study will be led by an international consultant supported by a national consultant. The consultants should be prepared to undertake, at minimum, the following activities. Additional activities may be proposed by the consultants as part of their methodology:

Under Economy

- a) Conduct a desk review of key documents:
 - i. Review contracting and procurement of the radio equipment and the IRRS to establish whether what was acquired was of appropriate quality and at prices comparable or better than the local market. How did the price compare to similar purchases in other countries and why were there any differences?

Under Efficiency

- b) Investigate whether the current radio communication system and the IRRS was used as intended by the Tanzania Police Force in the elections periods of 2010 and 2015. Did the distribution and coverage of the radio communication system inform police deployment around elections? Did all targeted police forces receive and use the systems? How well did the radio communication system and the IRRS work? How many incidents were reported and closed? Were they actioned in the right way?
- c) Establish whether the system was accessible to the relevant staff and whether it worked as intended?
- d) Review distribution of the radio communication equipment to the districts with the aim of establishing an updated inventory and determining radio coverage, current condition and use of the radio communication equipment

Under Effectiveness

- e) What impacts and benefits have the systems brought?
- f) Review data logs to assess how well the police radio communication system and the IRRS were used in responding to election-related incidents in 2015
- g) How were the actions of the police perceived compared with the previous elections?
How much of this change in perception can be attributed to the new systems?

Under Equity

- h) Establish the number of gender related incidents captured. Was there any difference between genders in the number, type and response to incidence reported?

Under Sustainability

- a) Undertake consultations with targeted stakeholders to determine current use, continued use and opportunities for expansion.
- b) Assess additional uses/applications of the IRRS Software beyond election-related conflict mitigation and potential value.

Assess long-term viability of the system based on evidence of care and maintenance, appropriateness of technology, and budgetary allocations for maintenance.

5. Deliverables

1. A detailed **inception report** (maximum five pages) outlining the approach/methodology of the proposed case study and a proposed work plan with clear timelines. The inception report should also outline the proposed data collection instruments that may be required. The inception report shall be presented to the UNDP DEP project team for inputs, comments and approval (5) days after signing of the contract and before commencement of the actual work.
2. **Draft Report and PowerPoint Presentation** highlighting key findings of the assessment. The draft report will be presented twenty days after initiation of the contract and will be structured along key questions/themes as outlined in the Section *Key activities to be undertaken*. The **PowerPoint Presentation** may be presented to Key Stakeholders in a forum to be organized by DEP.
3. **Final Report** incorporating recommendations from the key stakeholders.

A Professional fee will be paid as outlined below:

- 30% of the fee upon submission and approval of an Inception Report
- 30% upon submission and approval of the Draft Report
- 40% upon submission and approval of the Final Report

Schedule of Deliverables and Related Payments:

Deliverables	Estimated duration	Target due dates	Related payments	Review and Approvals Required
<ul style="list-style-type: none"> Inception report including a detailed work plan and methodology 	5 days	5 working days from start	1 st payment	<ul style="list-style-type: none"> Review by M&E Specialist Approval by Project Manager
<ul style="list-style-type: none"> Draft report PowerPoint Presentation 	15 working days	20 working days from start	2 nd payment	
<ul style="list-style-type: none"> Final Report 	5 working days	25 working days from start	3 rd payment	

6. Qualifications of the Successful Individual Contractor

Qualifications:	<ul style="list-style-type: none"> Graduate degree in a relevant field such as public administration, law, political science, international development or monitoring and evaluation.
Technical Experience:	<ul style="list-style-type: none"> At least 5 years relevant work experience conducting research and conducting monitoring and evaluation preferably in the area of democratic governance Good understanding of democratic processes in developing countries Some understanding of communication processes within security sector is desirable Excellent oral and written communication skills Excellent analytical and report writing skills.
Other desirable experience & skills:	<ul style="list-style-type: none"> Previous experience conducting value for money case studies will be an added advantage Experience working within the Security Sector is desirable. Knowledge and understanding of UNDP or development partners' policies and practice on capacity building. Excellent interpersonal skills and ability to operate and deliver in a complex and multicultural environment.
Language requirements:	<ul style="list-style-type: none"> Fluency in English & Kiswahili.

7. 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:

- Ability to work collaboratively with project team and stakeholders to achieve the objectives 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.

8. Institutional arrangements

The consultants will work full time, based in the DEP project office in Dar es Salaam, with occasional visits to Tanzania Police in Dar es Salaam and Zanzibar, and potentially other visits to regional police stations. Office space and limited administrative and logistical support will be provided. The consultants will use their own laptop and cell phone.

The consultants will report progress to the DEP Project Manager and M&E Specialist on a weekly basis.

9. How to apply

Please submit the following documents:

A: Technical Proposal Comprising:

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.

B: Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided below.

10. Financial Proposal

The financial proposal must be expressed as an all-inclusive lump sum amount in Tanzanian shillings or USD presented in the following template:

	Unit cost (Tsh/USD)	No.	Total
a) Professional fee:			
b) Daily living allowance:			
c) Other costs (specify):			
Total (lump sum):			

Notes:

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 for by UNDP Tanzania.
4. The Contractor is responsible for arranging and meeting the cost of their vaccinations and medical/life insurance.

11. Criteria for Selection of the Best Offer

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%.

Criteria to be used for rating the qualifications and methodology:

Technical evaluation criteria (total 70 points):

- Demonstrated knowledge and experience in design of Monitoring and Evaluation systems and conducting evaluation exercises. [25 marks].
- Knowledge and experience working in international development or organizational development [15 marks].
- Previous experience designing and conducting participatory research [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: _____

20-05-2016

Name: Nirina C. Kiplagat

Designation: DEP Project Manager, as.