

TERMS OF REFERENCE

Reference	PN/FJI/001/20
Location	Port-Vila, Vanuatu
Application deadline	23 rd January 2020
Type of Contract	Individual Contractor
Post Level	International Consultant
Consultancy Title	P2G Police Clearance Scoping and feasibility- Vanuatu
Languages required:	English
Duration of Initial Contract:	20 working days between January 2020 to March 2020

BACKGROUND

This term of reference document defines the plan and deliverables for the Police Department, Vanuatu 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 objective is 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.

Digitizing payments and promoting electronic payments in government channels is a key focus area within the Vanuatu National Financial Inclusion Strategy (2018-2023). The Reserve Bank of Vanuatu is the lead institution responsible for implementing the NFIS and along with support from UNCDF's Pacific Financial Inclusion Programme, Ministry of Finance and Economic Management and Vanuatu Police Force, coordinates the P2G Police Clearance Project in Vanuatu.

The Vanuatu Police Force has the vision of a modern and professional police force united in delivering policing service, in partnership with our communities for a safe and secure Vanuatu. The Force administers the Police clearances payments process for all Police clearances for Vanuatu 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, cheque, voucher and direct debit transfers.

DUTIES AND RESPONSIBILITIES

Scope of Work

The consultant will:

- work closely with the Police Force and a cross-cutting digital projects team that is to be set up within the Police for this activity;

- 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);
- 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 identify cost drivers, map out potential areas for cost reductions through digital payment options 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 and recommend necessary changes;
- prepare budgets and estimates for the above changes, introducing digital payment channels; and
- report directly to PFIP, provide recommendations on the level and nature of PFIP support towards a possible digitization of payment flows project.
- will provide approximates of cost/time savings for applicants/users if they use digital payment channels

PFIP/UNCDF will initially provide technical assistance (TA) to the Police Force that will:

- Confirm the existing payment flow understanding for Police clearances and map this out, looking at the frequency, payment mode, volumes and values across the last 5 years;
- Identify and map out all other existing payment flows from customers to the Force looking at the frequency, payment mode, volumes and values to present the overall big picture;
- Assist the Police Force in evaluating its costs of transactions, estimated efficiency losses and other impacts of continuing with the present heavily cash-based transaction platform;
- Assess the capability of the Force's IT and business systems as to the readiness of these to support digital payments and changes if any required;
- In conjunction with the Force's legal team study the existing legislation and regulations and look at options to make all payments from Police clearance customers to the Force compulsorily using digital channels; and
- In conjunction with the Force's senior management, develop a costed implementation budget for a suite of digital payment channels.
- As a secondary activity, estimate the potential cost/time savings for applicants if digital channels are available

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 Vanuatu Police department and PFIP 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 compulsorily 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 end user for using digital payment channels
- Considerations for customer onboarding for these digital payment solutions; and
- Recommendations to PFIP 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 Vanuatu National Financial Inclusion Coordinator at PFIP. During the assignment the consultant will be required to provide periodical progress updates either through email or a short report to the Financial Inclusion Coordinator based in Port Vila, Vanuatu.

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 Vanuatu, 2 days of preparatory work, 3 days to prepare the draft report with recommendations and 3 days to submit final report after feedback from PFIP/Police. Note that PFIP/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 31st of March 2020.
- The actual level of effort will be subject to periodic review by the Pacific Financial Inclusion Programme during the course of the activity.

Duty Station

Home-based and in-country visits to Vanuatu

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;

Language requirements

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

Price Proposal and Schedule of Payments

The bidders must send a financial proposal based on lump sum payment at the completion of the deliverables.

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 and any other applicable cost to be incurred by the successful bidder 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:

- Draft Report on Person to Government Police Clearance Scoping and feasibility - Vanuatu: 30% of total contract amount
- Final Report on Person to Government Police Clearance Scoping and feasibility - Vanuatu: 30% of total contract amount
- Presentation – Main findings and recommendation: 40% of total contract amount

Deliverable	Estimated Date
Draft Report	26 th February 2020
Final Report	16 th March 2020
Presentation – Main findings and recommendation	18 th March 2020

Evaluation Method and Criteria

Bids will be evaluated on cumulative analysis. The award of the contract shall be made to the bidder 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	Proportion (%)
Qualifications	10%
1 Master's degree in Business, Economics, International Development, Social Sciences or related.	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	10%
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 bidder obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

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 PFIP 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 Port Vila, Vanuatu, work space will be provided either at the Reserve Bank of Vanuatu or Vanuatu Police offices.

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.

- **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**, as per template provided in Annex II

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](#)

Proposal Submission

- All applications must be clearly marked with the title of the consultancy (**P2G Police Clearance Scoping and feasibility- Vanuatu**) with reference (PN/FJI/001/20) and submitted via e-tendering box on email etenderbox.pacific@undp.org by **4.30pm 23rd January 2020 – Fiji time**.
- For further information concerning this Terms of Reference, please contact UNDP Pacific Office by email: deepak.naicker@undp.org

Incomplete applications will not be considered, and only candidates for whom there is further interest will be contacted.

Women applicants are encouraged to apply