

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Avis de report

Réf : 02-02-2020

Date : 20-02-2020

Country:	Morocco
Description:	Carrying out a "support mission for the development of a monitoring and evaluation system".
Duration:	35 days.
Location:	Rabat – Casablanca region.

1. BACKGROUND

Monitoring and evaluation is an essential part of any programming. This is particularly the case in the complex environments where programs for the prevention of violent extremism (PVE) are taking place and where the risks of harm are high, and the consequences can be significant. As the number of PVE projects increases and a community of practice is created, the monitoring and evaluation of the PVE projects is late and a return on these experiences is necessary to contribute to the capitalization of knowledge to better fight against extreme violence.

In Morocco, the United Nations Development Program (UNDP) supports the General Delegation for Prison Administration and Reinsertion (DGAPR) as part of a global program "Support to the implementation of the strategy of the General Delegation for Penitentiary Administration and Reinsertion "which is for a period of 4 years, from 2016 to 2020.

Its purpose is to support the implementation of DGAPR strategy in the context of prison system reform. In particular, the program aligns with the strategic axes relating to the humanization of the conditions of detention, the preparation for a better social reintegration and the modernization of the prison administration, integrating the principles of human rights, the gender aspect, environmental sustainability and the results-based management approach.

An important part of the activities carried out is the promotion of tolerance and the prevention of radicalization within the prison population by accompanying high-risk prisoners through two mutually reinforcing parallel processes of social inclusion:

- 1) The development of skills enabling them to generate income through reliable jobs and consequently a harmonious reintegration into society;
- 2) The participation of detainees in debates and constructive activities with religious counsellors on the destructive reality of the radical discourse.

This innovative peer education approach was developed and implemented in partnership with the Rabita Mohammadia of Oulémas (RMO), a religious institution of reference in Morocco and internationally, contributing to the dissemination of enlightened religious knowledge to fight against extremism.

To do this, a system of training peer educators has been set up, based on methodological content (guides) as well as didactic materials set up by RMO. This is to convey a discourse of tolerance to their peers as well as to provide a didactic and pedagogical arsenal to peer educators to raise awareness and educate their peers. Peer educators are inmates who participate in sensitizing fellow prisoners in prisons.

The training process takes place in 3 stages:

- 1) Peer educators' trainers workshops. During this first phase, young "Oulémas relays" are selected to become trainers. They are young men and women who are graduating from religious education, usually with a master's or doctorate degree and who have received training in psychology from RMO. These young people specialized in Islamic studies aim to frame the population and answer their questions about religion.
- 2) Peer educators training workshops. The future trained peer educators are selected mainly from young people. The sharing of several common aspects between people (age, culture, social status, etc.) favours exchange relations, particularly among the youth group. The preventive approach of radicalism promoted by RMO is essentially organized through this training. Peer education thus enables young people to become the agents of change.
- 3) Awareness and peer education. The similarities in the profile of the peer educators in the role of intervention and beneficiary facilitate the exchange, especially through role plays, and influence their socialization to see the mutual help, tolerance and respect for others.

Since 2016, this approach has been tested in 7 prisons and has trained 220 peer educators who have helped to sensitize nearly 24,000 inmates. This positive dynamic has enabled the process to be extended to 4 new prisons in Northern Morocco where 60 peer educators have been trained and around 4,000 prisoners sensitized.

The peer educators were selected by DGAPR and Rabita within the prisons, based on the criteria such as: being a member of the target group of the intervention; being able to learn and be open to new ideas; knowing how to listen and show empathy; and so on. The goal of the peer approach is part of a dynamic of intervention where the foundation is laid on the resemblance between the individual carrying the role of intervention and beneficiary.

The peer approach in the prison environment is based on the following assumptions:

- Detainees are often the sources of information for their peers (various experiences);
- Detainees spontaneously turn to their peers when they have difficulties: existence of "natural" mutual assistance between inmates;
- Inmates are willing to recognize and understand the problems of their peers;
- The phenomena of identification and exemplarity that are part of detainees' search for identity can be oriented towards the adoption of favourable behaviours to their health.

Following the implementation of the program, the project organized an evaluation mission in August 2019. This mission aimed to establish the impact of the peer educator program and its relevance in light of the established objectives.

While the evaluation revealed that the program had a major impact since its launch, it also made general recommendations; such as the revision of work tools, the deployment of the peer educator approach in other prisons, etc.

For the monitoring and evaluation component, the recommendations made are:

1. Strengthen the monitoring and evaluation (M&E) system, including:
 - a) Development of SMART indicators (specific, measurable, attainable and appropriate, relevant, realistic and timebound), in particular in terms of results and impact. This would all help the project to better assess the potential impact of the intervention in terms of preventing violent extremism in particular.
 - b) Study and facilitate the establishment of a system for monitoring detainees wishing to do so after their release, with the partners concerned.
 - c) Develop a better model for how the project reaches “**indirect beneficiaries**”, i.e. whether and how inmates exposed to the project’s work are able to influence others before and after their release and are able to pass on what they learnt.
2. Strengthen the skills of personnel involved in M&E

- a) Train / support the staff of the DGAPR and Rabita directly involved in the project on M&E.
- b) Develop clear instructions and an M&E manual for the project, including templates for monitoring.

Following these recommendations and in order to prepare the launch of a new phase of the peer educator program, this consultancy should make it possible to provide the DGAPR and its partners with a monitoring and evaluation system.

2. OBJECTIVE OF THE ASSIGNMENT

The purpose of this assignment is therefore to allow the "peer educator" program to better document its achievements and the impact obtained on the participating inmates. This mission is particularly important for the DGAPR and its partners in order to allow the deployment of this innovative approach in all Moroccan prisons and to continue to benefit from support of international partners.

In this context, the consultant will be responsible for:

1. Develop a matrix of indicators to enable measurement of behavioral effects of the peer educator program on participating inmates. These indicators should be developed on the basis of the needs identified, such as measuring the effects on perceptions and behavior of inmates and taking into account the remarks and comments of the resource people of the DGAPR and the Rabita. The consultant should also draw on the UNDP toolkit on the design, monitoring and evaluation of PVE programs in order to develop indicators that specifically measure the effects of the approach on inmates' vulnerability to violent extremism. ,
2. Based on the recommendations of the evaluation, develop a training guide on M&E and all the tools necessary for monitoring and evaluating the peer educator program. The consultant will also have to integrate the planning of the mechanisms to be put in place to allow critical reflection and readjustment of the approach during its implementation. The DGAPR and the UNDP will provide all the documents and information at their disposal in order to allow the consultant to have the clearest possible vision of the project activities and of its monitoring and Evaluation.
3. Provide training for DGAPR and Rabita resource persons in the use of monitoring and evaluation tools. Particular attention should be paid to the good understanding of the tools by the resource persons as well as to the overall approach of the project in terms of monitoring and evaluation.

3. EXPECTED RESULTS OF THE ASSIGNMENT

The consultant's assignment is to carry out the following actions:

1. Production of a methodological note aimed at presenting the monitoring and evaluation system and outlines the steps to be taken by the consultant :
 - a. Take into account , the documentation provided :
 - i. UNDP/International Alert M&E-toolkit;
 - ii. UNODC Handbook for addressing VE in Prisons;
 - iii. HEDAYAH MM&E of P/CVE programs and projects (MASAR); https://www.hedayahcenter.org/resources/interactive_cve_apps/preventing-and-counteracting-radicalization-and-violent-extremism-as-related-to-the-fft-threat/
 - iv. <https://www.usip.org/sites/default/files/2018-09/preventing-counteracting-violent-extremism-measuringup.pdf>
 - b. Integrate the timetable for the implementation of the monitoring and evaluation system and meet the training needs of resource people.
2. Develop a matrix of indicators:
 - a. Develop a matrix of indicators meeting the needs of the project partners (DGAPR, Rabita and UNDP) and helps to craft messages to better communicate about the projects results.
 - b. Carry out an inclusive and participatory process when developing the indicator matrix through the organization and facilitation of two workshops with resource people from the DGAPR, Rabita and UNDP. The first workshop will allow the consultant to reflect with the teams. The second workshop will serve as a presentation of the indicator matrix and of adjustments according to the feedbacks that will be made.
3. Develop a training guide to support data collection for the monitoring and evaluation of the project and test it in a penitentiary establishment.
 - a. The consultant must develop a training guide as well as all the necessary tools to ensure the appropriation and good understanding of the process by the DGAPR and Rabita teams.
 - b. Experiment the guide and the training tools in a penitentiary establishment in order to adjust the documents if necessary.
 - c. Present the guide and the training tools developed to the project team to ensure validation.
4. Provide training for resource persons based on the guide and training tools.
 - a. Provide training for the DGAPR and Rabita teams, a group of around 45 people.

- b. Develop the training program, approximately 2 days of training for a group of 12 people.

All the tools developed and the training to be provided must be in Arabic.

4. TERMS OF IMPLEMENTATION AND GOVERNANCE OF THE MISSION

The UNDP Morocco office in Rabat is the main operational point for this mission. The final agenda and schedule will be mutually agreed between the consultant, the UNDP Morocco office and the DGAPR. These parties will receive the draft mission report and provide comments prior to its completion.

5. DURATION OF THE MISSION AND DELIVERY SCHEDULE

The duration of this mission is estimated **at 35 working days** to be completed between April 1st and June 15th, 2020.

During the mission travels will be expected:

- Consultation meeting in Rabat and its region;
- Experimentation of the guide and training tools in a penitentiary establishment (place to be determined);
- Training of resource persons at the DGAPR training center in Tifelt.

A realistic update of the calendar will be carried out immediately after the recruitment of the consultant.

Deliverable	Delivery times
Deliverable 1: Detailed methodological note for programming activities	5 days after signing the contract.
Deliverable 2: Matrix of indicators developed based on the consultation workshops organized	6 days after validation of the methodological note.
Deliverable 3: Training guide and all necessary tools tested in a penitentiary establishment and approved by the project team	10 days after validation of the indicator matrix
Deliverable 4: Training of all resource persons	9 days after validation of the guide and training tools

6. QUALIFICATIONS AND EXPERIENCES REQUIRED

The consultant must have proven experience in program evaluation.

- Holder of a Bachelor in the social sciences or related (Bac +3);

- At least 5 years of experience in setting up a monitoring and evaluation system as part of the implementation of PVE program;
- Experience in the development of training tools for monitoring & evaluation;
- Arabic language is essential to understand the needs and ensure the animation of training / workshops and the writing of training tools. Knowledge of French would be an asset.
- Strong interpersonal and communication skills;
- Strong analytical skills, openness to change and ability to receive and integrate comments;

7. SUBMISSION OF OFFERS

Technical part :

The technical offer must include the following elements:

- Methodological note detailing the proposed approach for carrying out the mission, the deliverables, a schedule detailing the tasks to be carried out;
- A list of resource people requested for the accomplishment of the mission, presenting the profile of the people and their intervention in the implementation of said consultation;
- CV of the consultant highlighting his experiences and skills related to the consultation;
- List of similar references.
- Letter of interest and availability and model of the financial offer (according to the model in annex 2)

Financial offer:

The financial offer for the service must include a total fee package (including all other charges linked to the provision of services, travel, etc.). In order to ensure a good comparison of the financial proposals, the financial proposal will include a breakdown of the lump sum.

NB: The currency of the offer:

- Local currency (Moroccan Dirham –MAD) or
- United States dollar or
- Euro

Currency conversion conditions:

For the purposes of comparing all of the bids: UNDP will convert the currency indicated in the bid into the currency preferred by UNDP using the UN operational exchange rate which will be in effect on the date submission deadline.

Consultants governed by Moroccan law are required to submit in local currency (MAD).

8. TERMS OF PAYMENT

Deliverable	Payment range
After validation of deliverable 1 "Detailed methodological note for the programming of activities"	20 %
After validation of deliverable 2 "Matrix of indicators developed based on the consultation workshops organized"	30 %
After validation of deliverable 4: "Training of all resource people"	50 %

9. CONSULTATION EVALUATION CRITERIA

The consultant will be assessed according to a combination of technical and financial criteria.

Phase 1 : Technical evaluation of tenders

The technical evaluation will be carried out on the basis of the following criteria:

Technical evaluation criteria	Points
Proposed methodological note <i>Simple : 15 points</i> <i>Improved : 30 points</i> <i>Non compliant : 0 point</i>	40
<i>Timeline respecting deadlines: 10 points</i> <i>Non-compliant with deadlines: 0 points</i>	
Candidate Profil - Holder of a bachelor's in social sciences or related (Bac+3)	10
- Experience in designing and implementing a monitoring and evaluation system in PVE related projects; - < 5 years : 10 points - > 5 years : 20 points	20
- Mastery of the Arabic Language	10
- Experience in developing training tools for monitoring and evaluation - 5 points per experience	15
- Knowledge of UNDP PVE work in Morocco	5
Total	100

Improved: Good level of detail, innovation and added value, relevance of the approach presented, consistency of the elements / activities proposed for the provision of services;

Simple: Simple rework of elements of ToR, lack of investigation ;

Non-compliant : Does not respond to ToR, omission of key elements of ToR.

The candidate who will receive the highest technical and financial rating will be selected to carry out the consultation.

Important: will be systematically eliminated at the end of this phase all offers that have obtained:

→ A technical score lower than the minimum technical score of 70 points which represents 70% of the maximum score of technical offers (100 points)

Technical offers will be evaluated on the basis of their level of response to the Terms of Reference.

Phase 2: Comparative financial analysis of offers

At the end of this phase, each financial offer will be given a score (F) out of 100:

A score of 100 will be awarded to the technically valid and lowest-priced offer. For other offers, the score will be calculated using the following formula:

$$F = 100 * \frac{P \text{ min}}{P}$$

P: Offer price
P min: Price of the technically valid and lowest bid.

Phase 3 : Technical and financial analysis:

The technical (T) and financial (F) scores obtained for each candidate will be weighted respectively by the following coefficients:

- 70% for the technical offer
- 30% for the financial offer

$$N = 0,7 * T + 0,3 * F$$

The contract will be awarded to the tender having obtained the highest total score 'N'.

10. DEPOSIT OF OFFERS

Tenders will be submitted or sent by post, at the latest, **on 16 March 2020 at 4 p.m. (Rabat time)** to the following address: 13, Avenue Ahmed Balafrej, Souissi, Rabat or by email to procurement.morocco@undp.org , in specifying in the object:

11. ANNEXES

Annex 1- Individual consultant general terms and conditions

Appendix 2- Sample letter of interest and availability, and sample financial offer