



## TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONSULTANT (IC)

### GENERAL INFORMATION

**Services/Work Description:** **Community Policing Support**  
**Project/Program Title** : Strengthening Community Access to Justice, Community Policing and Effective SGBV Response Project  
**Post Title:** [Community Policing Specialist](#) (National/International)  
**Consultant Level:** [Level B \(Specialist\)](#)  
**Duty Station:** UNDP Gambia [Country Office](#)  
**Expected Places of Travel:** [In-country travel](#)  
**Duration:** [60 working days](#) to be completed within 90 working days from the signing of the contract  
**Expected Start Date:** [May..., 2021/ Immediately after Concluding Contract Agreement](#)

### I. BACKGROUND / PROJECT DESCRIPTION

The United Nations Development Programme (UNDP) and UNICEF, in partnership with the Government of The Gambia are implementing a Joint Strengthening Community Access to Justice, Community Policing and Effective SGBV Response Project. The Joint Project endeavors to implement a holistic and comprehensive program which addresses both the supply and demand sides of justice delivery. The joint project seeks to strengthen rule of law institutions to deliver quality services, to empower citizens in the exercise of their rights and to increase access to justice.

The Joint Project's implementing partners are the Ministry of Justice, the Judiciary, the Gambia Police Force, the Gambian Prisons Service, the National Agency for Legal Aid (NALA), CSOs, the ADR Secretariat and the Gambia Bar Association. The Project has three outcomes and these are: improved access to justice especially for women and children who are victims of serious human rights violations; establishing community policing initiative for the prevention of serious human rights violations and protection of survivors; strengthened justice service delivery system for citizens, particularly victims of human rights abuses.

The former regime built an abusive state security apparatus as a means for repression, undermining the role of the Gambia Police Force (GPF) in charge of internal security service and as a key institution of the criminal justice system. In general, GPF lacks adequate quantity and quality of human resources as well as scientific training and equipment for criminal investigation, which is a major impediment to access to fair justice service delivery. The Police Training School also faces budgetary and human resource capacities to be able to provide trainings in key policing areas. Under the previous regime, the GPF lost the confidence and trust of the Gambian citizens and communities they are meant to serve as such Community Policing is key to providing Gambian communities a police service that is more visible, accessible, and service-oriented.

### II. SCOPE OF THE WORK

The main purpose of the Consultancy is to provide hands-on support to the GPF in its Community Policing work. This will include reviewing of the relevant training manual on Community Policing in consultation with the GPF Training School, review of internal guidelines for Community Policing applicable to Community Policing Volunteers at ward, district and regional level, conduct training on Community Policing in selected community policing districts including the development of training materials, support development of district community policing plans and development of community policing dissemination plan. This work will be done in consultation with Project Partners i.e Security Sector Reform Project, GIZ, UNICEF and GPF.

#### OBJECTIVES

The specific objectives of the review are:

- a) Review of the Training Manual for Community Policing.

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- b) Develop and review Community Policing Guidelines for Community Policing Volunteers at ward/area, district, and regional level.
- c) Support the GPF, based on agreed criteria, the establishment of Community Policing Committees at ward, district, and regional level in the selected Community Policing areas.
- d) Conduct Trainings on Community Policing in the selected Community Policing areas, including supporting the development of District Policing Plans in the selected areas.
- e) Development of Community Policing Dissemination Plan in consultation with GPF and other Project Partners.

The expected outputs for this assignment are-

1. A work plan for the consultancy with clear deliverables and activities.
2. National level consultations with the Inspector General of Police (IGP) and GPF Community Policing Focal Persons.
3. A Report on desk review of the available records, data, strategies, manuals, guidelines, and any relevant documents in order to inform the review process.
4. Report on the review of the training manual and Community Policing Guidelines in consultation with the Training School and Community Policing Partners.
5. Consultation meetings with GPF, UNICEF, GIZ on the Community Policing Dissemination Plan.
6. Development of Community Policing Dissemination Plan in consultation with GPF and other Project Partners.
7. A validation report for the revised training manuals and guidelines, Community Policing Dissemination Plan.
8. A coordination framework for Community Policing Training in consultation with GIZ, UNICEF, GPF and other Community Policing Partners.
9. Support the GPF in establishing and training of Community Policing Volunteers and Community Policing Personnel in the UNDP selected Community Policing areas.
10. Support Community Police members in the development of District Community Policing Plans.
11. Submit (1) Draft Community Policing Training Manual, (2) Draft Community Policing Volunteers Operational Guidelines; (3) Draft Community Policing Dissemination Plan; (4) Draft Community Policing Training Coordination Framework and (5) Draft District Community Policing Template.
12. Conduct workshops with all relevant stakeholders to present (1) Draft Community Policing Training Manual, (2) Draft Community Policing Volunteers Operational Guidelines; (3) Draft Community Policing Dissemination Plan; (4) Draft Community Policing Training Coordination Framework and (5) Draft District Community Policing Template
13. Address comments, issues highlighted during the review; and
14. Submit final (1) Community Policing Training Manual, (2) Community Policing Volunteers Operational Guidelines; (3) Community Policing Dissemination Plan; (4) Community Policing Training Coordination Framework and (5) District Community Policing Template for the endorsement of UNDP and the Gambia Police Force.

### III. EXPECTED OUTPUTS AND DELIVERABLES

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Submission of an Inception Report comprising a desk review work plan with clear deliverables and activities and a schedule of works for the assignment.	3 Working days	UNDP CTA



2	Report of consultation meetings with all stakeholders involved in Community Policing.	5 Working days	UNDP CTA
3	Submission of Draft Training Manual on Community Policing and Draft Community Policing Volunteers Guidelines.	10 Working days	UNDP CTA
4	Report of final validation meeting and Final Draft of Training Manual on Community Policing and Draft Community Policing Volunteers Guidelines.	5 Working days	UNDP CTA
5	Submission of Draft Community Policing Dissemination Plan and Draft Coordination Framework for Community Policing Trainings.	10 Working days	UNDP CTA
6	Report of final validation meeting and Final Draft Community Policing Dissemination Plan and Draft Coordination Framework for Community Policing Trainings.	5 Working days	UNDP CTA
7	Submission of Training Report for Community Policing Trainings and District Community Policing Plan for UNDP selected areas	10 Working days	UNDP CTA
8	Submission of monitoring report for established and trained Community Policing Committees and Personnel in UNDP selected areas.	10 Working days	UNDP CTA
9	Submission of final report on (1) Trainings, (2) Community Policing Committees Monitoring (3) Final Training Manual and Community Policing Guidelines, (4) Final Community Policing Dissemination Plan, (5) Final Community Policing Training Framework and (6) Final District Community Policing Plans for UNDP selected areas.	2 Working Days	UNDP CTA

#### IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The consultant will be reporting on a day to day basis directly to the UNDP Chief Technical Advisor RoL in The Gambia joint project.

#### V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

- a. UNDP provide to the prospect IC: **Office Space; Equipment; Local transport service. The Consultant shall be responsible for the arrangement of workshop(s).**

#### VI. DURATION OF THE WORK

The duration of the assignment will be 60 working days to be completed within 90 working days from the signing of the contract. Throughout the 60 days, the Policing Specialist will meet with colleagues from UNDP SSR, UNODC, the GIZ and other partners. The Policing Specialist will update the CTA every week on coordination and liaising with counterparts.

#### VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

##### a. Academic Qualifications:

- Advanced university degree in security studies, political science, public administration, international relations, law or a related field.
- A combination of relevant academic qualifications and extensive experience may be accepted in lieu of the advanced university degree.

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- Professional background as police officer in country of origin highly desirable.
- b. Experience**
  - Minimum 7 years of progressively responsible professional experience in police reforms in developing countries with preference for regional experience and crisis contexts, including experience in a senior position in an international development role in police reform.
  - Minimum 3 years working on community policing including developing community policing strategies, implementing community policing projects and monitoring, and evaluating results of community policing projects.
  - Prior experience working for UNDP and knowledge of its programmatic structures and processes is strongly preferred; experience working for other parts of the UN system also an asset.
  - Experience in interacting with regional and international stakeholders/donors in a multicultural environment.
  - Experience in conducting trainings at community level.

### **c. Competencies:**

- Extensive knowledge in Community Policing.
- Demonstrable competency in drafting of manuals, policies and conducting trainings.

### **d. Language and other skills:**

- Excellent knowledge of English, including the ability to set out a coherent argument in presentations and group interactions.
- Capacity to communicate fluently with different stakeholders.
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

### **e. Compliance of the UN Core Values:**

- Demonstrates integrity by modelling the UN's values and ethical standards
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

### **Important Note:**

The Consultant is required to have the following professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

## **VIII. CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly, Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal, and interview (if required))</b>	<b>70%</b>	100
<ul style="list-style-type: none"> <li>▪ Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization &amp; completeness of the proposal</li> </ul>		50*
<ul style="list-style-type: none"> <li>▪ <b>Criteria b.</b> Technical competence</li> </ul>		25**
<ul style="list-style-type: none"> <li>▪ <b>Criteria c.</b> Relevant Experience</li> </ul>		25**
<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

## **IX. PAYMENT MILESTONES AND AUTHORITY**

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The qualified consultant shall receive his/her service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 <sup>st</sup> Installment	Submission of inception report and desk review of available data, strategies, and guidelines for Community Policing	RR	5%
2 <sup>nd</sup> Installment	Submission of Draft Training Manual for Community Policing and Community Policing Guidelines	"	10%
3 <sup>rd</sup> Installment	Submission of Draft Community Policing Dissemination Plan and Draft Coordination Framework for Community Policing Trainings.	"	10%
4 <sup>th</sup> Installment	Report of final validation meetings and Final Drafts of Training Manual on Community Policing; Community Policing Volunteers Guidelines; Community Policing Dissemination Plan; and Coordination Framework for Community Policing Trainings.	"	15%
5 <sup>th</sup> Installment	Submission of Training Report for Community Policing Trainings and District Community Policing Plan for UNDP selected areas	"	15%
6 <sup>th</sup> Installment	Submission of monitoring report for established and trained Community Policing Committees and Personnel in UNDP selected areas.	"	20%
7 <sup>th</sup> Installment	Submission of final report on (1) Trainings, (2) Community Policing Committees Monitoring (3) Final Training Manual and Community Policing Guidelines, (4) Final Community Policing Dissemination Plan, (5) Final Community Policing Training Framework and (6) Final District Community Policing Plans for UNDP selected areas.	"	25%

### XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

- The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

### XII. ANNEXES TO THE TOR

- Rule of Law Annual Workplan

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**This TOR is approved by:**

**Signature:** *Nana Chinbuah*

**Name and Designation:** Nana Chinbuah

Deputy Resident Representative

**Date of Signing:** 24-May-2021