

## Project: Human security as a factor of socio-economic development

### **TERMS OF REFERENCE FOR THE RECRUITMENT OF** **AN INTERNATIONAL CONSULTANT**

#### **Development of an African mapping and best practices document, integrating gender approaches in community policing**

| <b>I. Job title</b>     |  |
|-------------------------|--|
| Title:                  | International Consultant - <b>Development of a document on African mapping and best practices in community policing, integrating gender approaches</b> |
| Workplace:              | Tunis  |
| Supervisor:             | CTA of the project "Human security as a factor of economic and social development".  |
| Contract Duration:      | 30 person days over a period of 6 months   |
| Nature of the Contract: | Individual Contract  |
| From:                   | Octobre 2021   |

#### **I. General context of the project**

Since 2013, UNDP Tunisia has been supporting the Ministry of Interior (MoI) on security sector reform and governance, including optimization of the legal and institutional framework. The community policing approach has been adopted to ensure the security of people by addressing their needs at the community level.

Faced with the challenges of development and security, some African countries in democratic transition have also initiated for several years processes of transformation of their security sector into institutions of democratic governance. In this regard, the project aims to promote the exchange between the leaders of security forces on the role of community policing as a mechanism for reducing social and economic tensions, securing living environments and contributing to the socio-economic development of African states while sharing the Tunisian experience.

Indeed, the African States that adopt the community policing approach, whether or not supported by UNDP or UNPOL, already have their own unique experience in reducing social tensions and stabilizing security in their regions. These valuable achievements for the economic and social development of African countries will be the subject of an unprecedented exchange between them to better understand the community policing approach according to the different contexts in which it is implemented within the African continent.

In this sense, the project aims to prepare a document on its best practices of community policing on the African continent that will be disseminated at the African Conference scheduled in Tunis in January 2022 and the TICAD 8, which will also be held in Tunisia the same year.

The results of the project could therefore provide an opportunity to see how the mechanisms of the community policing approach can contribute to more stable, peaceful and prosperous societies.

## **II. Specific objectives of the mission**

UNDP Tunisia wishes to recruit an international consultant for the elaboration and drafting of a good practice document to document the respective experiences, achievements, lessons learned and best practices of African countries with a particular focus on the role of human security through the community policing approach as a factor of economic and social development in Africa.

This document will not only serve as an example of how community policing can contribute to the establishment of more inclusive, just, peaceful and prosperous societies on the African continent, but also and above all serve as an X-ray as well as a baseline for presentations and exchanges, particularly among African security forces, during the conference planned for this purpose.

In the interest of harmonization and multilateral cooperation, this document will therefore be transmitted for exchange and shuttling to regional partners participating in the African Conference such as UNOSCC, UNPOL, the African Union, the Secretariat of the Ministries of Interior of the Arab League as well as to the donor, supporting this project: the Government of Japan.

In this context, the consultant is called upon to present in this document relevant and current information taking into account the political, security, social and economic context of the African countries in order to better understand the challenges faced by the latter with regard to the respective degree of implementation of the community policing approach.

The Consultant is also expected to present an analysis of possible discrepancies and a reference to the implementation of the community policing approach to significant risks with a focus on delivery. A focus will be placed on outcomes impacting the lives of the most vulnerable populations, particularly women and youth.

The project team as well as the UNDP Tunisia and Africa management will provide the consultant with all the elements and data necessary for his/her documentation, namely: concept notes and project documents, various reports and minutes, progress reports, monitoring and evaluations, documentation produced by the projects, reports produced by the CSOs...

## **III. Methodology, Duties and Responsibilities**

### **1. Mission Objective:**

The objective of this mission is to develop a document of African good practices in community policing that integrates gender approaches. The document will be written in French and English.

### **2. Reference documents (non-exhaustive list)**

- Project documents ;
- Past project reports from African countries where community policing is implemented;
- Annual work plans ;
- United Nations Universal Periodic Review ;
- Communication products (documentary, newsletters, articles...)
- Mid-Term Evaluation Report on African Security Sector Reform Projects
- Concept notes of the events organized by the projects

- Project documentation (studies, reports, CSO deliverables, etc.) Financial statements for projects published by ATLAS in the case of UNDP-supported countries

The project team and UNDP Tunisia and Africa will provide the consultant with all available and accessible information, documentation and data to facilitate his task.

### 3. Work methodology

Under the supervision of the project's CTA, the consultant will conduct the assignment using the two-principal following approach:

- Facilitating the consultation on the community policing implementation and guidance in Africa through e-mails and organization of events by preparing agenda, presentations, talking points, briefing notes, invitations, and webinars.
- Contributing to the preparation and the supervision of the design and the conduct of the mapping of UNDP and others organizations such as UNPOL projects on security at the level of country offices and regional thorough analysis of the good practices, challenges and lessons learned linked to the implementation of community policing.

**3.1- Consultation phase with the African regional partners of the projects where the community policing approach is implemented:** during this phase, the consultant will have to consult and interview the main actors, mainly the African security forces and their managers, but also the different stakeholders involved in the implementation of the community policing approach. During this phase, the consultant will also review the documentation at his/her disposal.

**3.2- Confirmation of achievements phase:** During this phase the consultant will conduct desk studies to:

- **Documenting results and changes during the intervention of the above-mentioned projects:** this documenting of results and changes induced by the projects' activities should be gender sensitive.
- **Present good practices and lessons learned from the mechanisms and tools used through the Community Policing approach**
- **Identify the change induced by this approach on the behavior, mentality and working methods of African security forces and security partners (CSO, elected and local public authorities, citizens)**
- **List the risks and identify the mitigation measures taken by the projects during the implementation**
- **Conduct interviews with key beneficiaries of community policing and write success stories** to be included in boxes later in the communication document for advocacy of this approach as a factor in economic and social development in Africa.

**3.3- Document drafting phase:** During this phase, the consultant will have to write the document in its advanced draft version according to a format that can also be presented at the African Conference. It is expected that the document will be as comprehensive as possible, including all the information collected on good practices and lessons learned on the implementation of community policing in African countries. The report should also include an analysis of the achievement of targets and results. The results will be supported and argued with evidence.

The Project will hold start-up meetings for the selected consultant to:

- Agree on the working methodology to be adopted (draft versions, monitoring of documentation work, approval of deliverables)
- Agree more precisely on the technical specifications of the deliverable.

#### 4. Product and expected deliverable.

The consultant will be required to submit one report divided into 2 parts, to the project's CTA:

- **Part 1: African countries mapping their implementation of community policing, supported by UNDP or UNPOL or not.**

- **Part 2: African good practices, integrating gender approaches, in community policing**

The deliverable will be written in the UNDP format and submitted for review and approval by the project's CTA.

The document will be written in French or English.

#### 5. Time of realization

The time required to complete this assignment is estimated at 30 days spread over a six-month period from October 2021.

### IV. Competencies

#### UN CORE VALUES AND COMPETENCIES

**Professionalism:** Shows pride in work and achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

**Communication:** Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.

**Client Orientation:** Considers all those to whom services are provided to be "clients " and seeks to see things from clients' point of view; Establishes and maintains productive partnerships with clients by gaining their trust and respect; Identifies clients' needs and matches them to appropriate solutions; Monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; Keeps clients informed of progress or setbacks in projects; Meets timeline for delivery of products or services to client.

### V. Required Skills and Experience

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|---|--|
| <b>Min. Academic Education</b>                    | <ul style="list-style-type: none"><li>• Advanced university degree (Master's or equivalent) in law, governance, public policy, political science or other social sciences or related disciplines.</li></ul>  |
| <b>Min. years of relevant Work experience</b>     | <ul style="list-style-type: none"><li>• A minimum of 7 years of professional work experience providing policy advice and programme support and/or management in the general area of Rule of Law and Security in different development contexts.</li></ul>  |
| <b>Required skills and competencies</b>           | <ul style="list-style-type: none"><li>• Experience implementing security-related programmes in developing country settings is required;</li><li>• Excellent knowledge of best international practices on the People-Centered Security and its related concepts such as Human Security, Community Security, Citizen Security and Human Rights based approaches.</li></ul> |
| <b>Desired additional skills and competencies</b> | <ul style="list-style-type: none"><li>• Previous experience working with UNDP would be a distinct advantage;</li><li>• Experience implementing security-related programmes in crisis contexts is an asset;</li></ul>   |

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|  | <ul style="list-style-type: none"> <li>• Ability to interact with UN and non-UN organizations and think tanks, good interpersonal skills, and organizational proficiency;</li> <li>• Excellent organizational and analytical skills, and cultural, religious, ethnic, and gender sensitivity.</li> </ul> |
| <b>Required Language(s) (at working level)</b> | <ul style="list-style-type: none"> <li>• French Proficiency in oral and written form is required;</li> <li>• English fluency in both oral and written form is desirable;</li> <li>• Working Knowledge of Arabic and another UN Official language would be an advantage.</li> </ul>                       |

## VI. Offers pack content and Evaluation criteria

### 1. Offers pack content

Individual consultants with the required qualifications described in the previous paragraph, can apply for this consultation. The application package should include the parts listed below:

#### a. Technical offer:

- An updated CV signed by the consultant including experiences / references in the area relevant to this mission with contacts, support references (names, address email and phone number);
- A methodological note in French not exceeding five (05) pages on the approach to be adopted for the implementation of the mission;

#### b. Financial offer:

The financial offer must be detailed showing proposed activities including workdays allowances, travel and accommodation expenses for at least 2 three days missions in Tunisia.

The workshops and conference organizational expenses are supported by UNDP and should not be included in the financial offer.

### 2. Offers evaluation criteria

Offers will be evaluated on the following basis: 70% technical score; 30% financial score

The technical offer will be evaluated as follows:

| CRITERIA  | NOTE<br>Max: 100 pts |
|---|----------------------|
| <b>Background and references</b>  | <b>70</b>            |
| Advanced university degree (Master's or equivalent) in law, governance, public policy, political science or other social sciences or related disciplines.   | <b>10</b>            |
| A minimum of 7 years of professional work experience providing policy advice and programme support and/or management in the general area of Rule of Law and Security in different development contexts.<br>7 to 10 years: 5 pts<br>More than 10 years: 10 pts | <b>10</b>            |

|   |           |
|---|-----------|
| Experience implementing security-related programmes in developing country settings<br>1 – 2 experiences: 10 pts<br>3 – 5 experiences: 15 pts<br>More than 5 experiences: 20 pts | <b>20</b> |
| Previous experience working with UNDP<br>1 – 2 experiences: 10 pts<br>3 – 5 experiences: 15 pts<br>More than 5 experiences: 20 pts  | <b>20</b> |
| Experience implementing security-related programmes in crisis contexts<br>1 experience: 5 pts<br>2 or more experiences: 10 pts  | <b>10</b> |
| <b>Methodological note: Assessment of the methodological note and the schedule of implementation: clarity of approach, consistency and response to mission deadlines</b>        | <b>30</b> |
| Have the important aspects of the task at hand been adequately addressed and detailed according to the guidelines of the ToRs?  | <b>15</b> |
| Is the presentation clear and are the business flow and planning logical, realistic and do they guarantee an efficient implementation of the project?                           | <b>15</b> |

**NB: Technical offers having obtained a score of less than 70 points / 100 will be rejected without passing to the financial evaluation**

## **VII. Payment Modalities**

The payment modality will be made in a single tranche following the deliverables validation of the project's CTA.