Annex 1
Terms of Reference (TOR)
Individual Contractor – International Consultant

Country: Timor-Leste

Description of the assignment: Organizational Behavior Change Consultancy

Project name: Strengthening National Police Capacity in Timor-Leste

Period of assignment/services (if applicable): The expected duration of the work is for 90 days between the months of July-September 2015.

A. Project Title: Strengthening National Police Capacity in Timor-Leste

B. Project Description
The project aims to strengthen the capacity of the Timor Leste National Police (PNTL) to deliver quality policing services to the people of Timor Leste. The project focus is to support the high command transform their strategic and annual plans into tangible, measurable and financed activities. This is being done through the project team being co-located and working with counterparts on the following components: 1) Strategic plan implementation, 2) Information technology, 3) Human resources, 4) Procurement management, 5) Fleet management, and 6) Public relations.

C. Scope of Work
The successful consultant will conduct study and will focus on developing a practical behaviour change strategy to improve internal communication within the PNTL. To do this the study will be broken down into three main objectives:

1) Mapping existing communication methods in place in PNTL, which contribute to policing and related administrative activities. This will include:
   a) Identification of formal, written communications organised by type, period, author and audience.
   b) Identification of communication activities listed in the Organic Law and the Unit NOP’s (mandates)
   c) Identification of formal written communications not listed in the Organic Law and Unit NOP’s.
   d) Identification of formal, scheduled meetings, working groups and seminars which are part of the reporting and communications process. This may include information on reporting content, schedules and purpose.
   e) Identification of regular but unscheduled formal meetings, working groups et al.
   f) Identification of non-formal but significant communication which contributes to the implementation of policing and related administrative activities?
   g) Develop a detailed specific methodology in consultation with UNDP for the implementation of the study (the expression of interest required for this application should provide a starting point).
   h) Determine the required minimum sample disaggregated by rank and gender. For planning purposes PNTL consists of about 3,584 officers of which 589 are female, located in 13 districts and specialists units. The proposed sample will be from 5 districts including Dili and representative sub districts and sucus from each district. (Baucau, Dili, Covalima, Ermera, Oe-cusse), National Headquarter, Special Police Unit, Maritime Police Unit, Border Patrol Unit, Immigration Department and Police Training Centre. This can be subject to negotiation with UNDP.
   i) Develop survey tools in English and Tetun.
j) Recruit and train enumerators as required to conduct interviews and/or facilitate focus group discussions.
k) Test instruments prior to conducting the study and refine survey tools and methodology as needed.
l) Deploy survey and/or focus group discussions as required and conduct oversight and monitoring, including quality assurance;
m) Compile, validate, clean, and analyse collected data. Clearly disaggregate and appropriately weight the responses, taking into account relevant demographics, such as district command and sub-district command with more accessible and less accessible, hierarchy level, District Command members' size, etc. The consultant will confirm the necessary cross-tabulations with the project team;
n) Prepare narrative report and study findings, including a behaviour change strategy.
o) Present study findings to key national counterparts.

2) Understanding barriers to internal communication within the PNTL. This part will reference the existing communication methods in use by PNTL as per objective one. It will identify which messages are effectively communicated and which ones aren't, and barriers to internal communication. This part of the study will answer questions including:
   a) What messages are effectively communicated and which ones aren't?
   b) What are the factors that increase a particular message being effectively communicated within the PNTL.
   c) What are the factors that decrease a particular message being effectively communicated within the PNTL.
   d) What are the barriers to effective organizational communication within PNTL and where are they located.

3) Preparation of a behaviour change strategy which will guide the implementation of policies, guidelines, and standard operating procedures.

D. Methodology

The consultant will recommend an appropriate methodology in order to understand inter and intra group communication within the PNTL. This may consist of a combination of the following:

a) Conduct a literature review of internal communication pertaining to Timor-Leste, the government and the PNTL.

b) Conduct a desk review of PNTL documentation such as; annual reports, district reports, dispatch reports, and other internal documents relevant to the study;

c) Conduct individual/group interviews and consultations with a sample of PNTL members disaggregated by rank and gender at National, District, sub District, and Sucu level;
E. Expected Outputs and Deliverables

The successful consultant is expected to deliver the following deliverables:

<table>
<thead>
<tr>
<th>Deliverables/ Outputs</th>
<th>Estimated Duration to Complete</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
<th>Payment %</th>
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<tbody>
<tr>
<td>1) Desk review and identify existing information of relevance to the survey activity.</td>
<td>8 weeks</td>
<td>30 August 2015</td>
<td>Senior Technical Adviser</td>
<td>60%</td>
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<td>2) Survey work plan, methodology, and field tested data collection tools, and district travel plan completed</td>
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<td>3) Survey questionnaire finalized</td>
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<td>4) Data collectors/enumerators, trained in collaboration with the project team.</td>
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<td>5) Conduct fieldwork: Interview</td>
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<td>6) Data Entry and Cleaning</td>
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<td>7) Statistical component of the findings</td>
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<td>8) Write research report</td>
<td>2 weeks</td>
<td>2 September 2015</td>
<td>Senior Technical Adviser</td>
<td>40%</td>
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<td>9) Submission Draft research Report</td>
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<td>10) Submission of the narrative report, clearly illustrating methodology and findings.</td>
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<td>11) Presentation to the Project team and other stakeholders, summarizing and conveying key components of the report.</td>
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F. Institutional Arrangement
The consultant will work under the overall supervision of Senior Technical Adviser for the UNDP/PNTL Capacity Building Project.

G. Duration of the Work
The expected duration of the work is for 90 days between the months of July - September 2015

H. Duty Station
The main duty station will be UNDP country office in Dili Timor-Leste. Occasional visits to other PNTL buildings in Dili and the Districts as required. In country travel costs will be responsibility of the IC.

I. Qualifications of the Successful Individual Contractor

I. Academic Qualifications:
- The consultant should have a Master Degree in Journalism and Communications; Information management, development studies (international development, post conflict development/recovery), Political Science and any social science-related field
II. Years of experience:
- The consultant should have a minimum of 7 years of relevant experience in conducting similar work and also have familiarity with UN system;
- Demonstrated experience and capacity related to social research, including qualitative analysis and research best practices;
- Experience in use of technology to conduct surveys;
- Experience working and conducting research in Timor-Leste;
- Knowledge and understanding of conflict/post conflict development (peace building, reintegration etc.) activities;
- Skilled in quantitative analysis. Familiarity with statistical analysis computer programs such as SPSS or STATA;
- Experience coordinating and overseeing data collection in dispersed locations in developing country and/or post-conflict contexts, training of staff, and in addressing risk and safety concerns related to collecting sensitive information;
- Experience conducting baselines and impact evaluation highly desirable; and
- Ability to deliver training in Tetum or Bahasa Indonesia.

III. Language requirements
- For this post, fluency in English (both oral and written) is required.
- Tetun language skills is desirable.

IV. Competencies:
- Exceptional interpersonal and communication skills with an ability to motivate people.
- Ability to work and communicate in a team environment with good problem solving and organizational skills
- Capacity to deal with different cultural backgrounds and overcome language barriers.
- Capacity to state ideas in more than one way, demonstrating creativity and flexibility.
- Excellent writing and analytical skills and demonstrated ability to present complex information in a concise and attractive manner are critical.

I. Scope of Price Proposal and Schedule of Payments

Lump sum
The financial proposal must be expressed in the form of an all-inclusive\(^1\) Lump Sum Amount, following the scheduled payment percentage described on the Expected Outputs and Deliverables section, supported by a breakdown of costs as per the template provided by UNDP.

Schedule of payment:
Payment will be made in two installments contingent upon delivery and approval of deliverables stated under Section E of the TOR. An IC Time Sheet must also be submitted by the successful Contractor, duly approved by the

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\(^1\) The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal
Individual Contractor’s supervisor, as prove of number of days worked which shall also serve as the basis for the payment of fees.

J. Recommended Presentation of Offer

Interested consultants must submit the following documents to demonstrate their qualifications:

a) Duly accomplished **Letter of Confirmation of Interest and Availability and Submission of Financial Proposal** using the template provided by UNDP;

b) **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 at least three (3) professional references;

c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a **Brief methodology** (500 words maximum) explaining how he/she will approach and accomplish the assignment within the proposed duration.

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

K. Criteria for Selection of the Best Offer

**Cumulative analysis**

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

a) responsive/compliant/acceptable, and

b) **Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.**

* **Technical Criteria weight; 70%**

* **Financial Criteria weight; 30%**

**Only candidates obtaining a minimum of 49 points of the technical criteria would be considered for the Financial Evaluation**

**DETAIL EVALUATION CRITERIA**

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<thead>
<tr>
<th>A. Technical Criteria</th>
<th>Weight 70%</th>
<th>Max. Point 70</th>
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<tbody>
<tr>
<td>EDUCATION:</td>
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<tr>
<td>Master Degree in Journalism and Communications; Information management, development studies (international development, post conflict development/recovery), Political Science and any social science-related field</td>
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<td>▪ 7 years of relevant experience in conducting similar work and also have familiarity with UN system.</td>
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</tbody>
</table>
- Experience working and conducting research, survey, evaluation in Timor-Leste. | 10 | 10
- Skilled in quantitative analysis. Familiarity with statistical analysis computer programs such as SPSS or STATA. | 5 | 5
- Experience coordinating and overseeing data collection in dispersed locations in developing country and/or post-conflict contexts, training of staff, and in addressing risk and safety concerns related to collecting sensitive information. | 5 | 5
- Writing and Analytical Skills demonstrated through minimum 3 - 5 reports/publications. | 5 | 5
- Ability to deliver training in Tetum or Bahasa Indonesia. | 5 | 5

Language requirements:
- Fluency in both spoken and written English | 5 | 5

Proposed Methodology | 10 | 10

**Total Technical Score** | 70% | 70

**B. Financial Proposal** | 30% | 30

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**L. Annexes to the TOR**

**M. Approval**

This TOR is approved by: [indicate name of Approving Manager]

Signature
Name and Designation
Date of Signing