

CALL FOR PROPOSAL

Terms of Reference

Consultant to conduct a Rapid Baseline Assessment

CORDAID Sierra Leone in collaboration with the Sierra Leone Police is implementing a Security and Justice Results-Based Financing (RBF) project. This is a pilot project that will be based in the following communities in Freetown¹.

The project is seeking the services of an experienced consultant to conduct a baseline study on security and justice needs, priorities and actor mapping in the above communities.

CORDAID IN BRIEF

CORDAID believes in a world without poverty and exclusion. We are specialised in working in fragile (conflict affected) and vulnerable communities. Cordaid's work is focused on four thematic areas- Health System Strengthening, Resilience, Security and Justice and Private Sector Development.

CORDAID SIERRA LEONE COUNTRY OFFICE

CORDAID Sierra Leone County Office was established in October 2015 following official registration as a INGO in August 2015. CORDAID has been working in Sierra Leone for over 20 years, carried out on a donor or project basis.

Security and Justice Results-Based Financing (RBF)

Security and Justice Result-Based Financing is a new intervention area for Cordaid Sierra Leone. It is part of a wider Security & Justice (S&J) program in several countries, including Afghanistan, Burundi, Central African Republic, Democratic Republic of Congo (DRC), and South Sudan. This work focuses on innovative community-based security solutions, access to justice for vulnerable populations (especially women and youth), and strengthening state-citizen relations through results-based financing (RBF) of security and justice service provision.

RBF is a systems strengthening approach that introduces positive incentives to the public service delivery chain. It stimulates the improved performance, responsiveness and accountability of service providers. It does this by linking financial subsidies directly to results: contrary to traditional input funding, service providers such as police or courts receive payment on the basis of progress against targets co-determined with citizens. A monitoring and verification system tracks and rewards performance and community satisfaction. RBF helps to (re)build the social contract between citizens and the state by aligning the performance of security and justice providers with public expectations.

¹ Goderich, Harbour and Waterloo.

The purpose of this project is to test the applicability and scalability of RBF for S&J programming pioneered in DRC by adapting it to the specific contexts of Sierra Leone. This will expand the evidence base for effectiveness of the RBF approach, and serve as a starting point for further innovation and roll-out across the security and justice sectors in Sierra Leone.

In Sierra Leone, RBF for S&J will be piloted at three test sites in Freetown (2) and the Western Area (1) during a period of 18 months (6 months' inception, 9 months' implementation, 3 months' evaluation and closure of project).

OBJECTIVES OF THE ASSIGNMENT

The RBF approach is driven by evidence and employs participatory and inclusive approaches to improving service delivery. As part of the implementation process, there is a need to undertake a baseline assessment which will include:

- I. Analysis of the policy and institutional priorities of the Sierra Leone Police (SLP).
- II. Community needs assessment including expectations and challenges with a view to improve relations with the SLP.
- III. SWOT Analysis of Pilot Police Stations including assessing the capacity of responsiveness and performance of services to communities and appreciation of the legal and institutional implications for service delivery in relation to community needs.
- IV. Stakeholder analysis/Actor mapping including role description in service delivery with particular attention to the Local Police Partnership Board and other local structures and non-governmental/civil society organisations.

This baseline study will help us to assess the current situation with regards the needs of community, capacity of the SLP and other actors to respond to such needs and the implications for service improvements and policy development.

The objective of the assignment is to conduct a rapid baseline assessment, analyze the data and write a report that establish baseline values and current status of service provision quality within the three pilot communities.

The Consultant shall report directly to the CORDAID Sierra Leone Security and Justice Technical Advisor with regular technical review meeting with S&J Project Steering Committee of the SLP.

The objectives of this study are;

1. Analyse the current policy and priorities of the SLP in relation to service provision and performance management.

2. Assess and determine the needs and expectations of service users and citizens in the three pilot communities with regards SLP services;
3. Assess and determine the strength, weaknesses, opportunities and threats (SWOT) and overall capacity of the SLP in these pilot communities to deliver services.
4. Determine the number of relevant actors including their capacity to work with the SLP in service provision in the three pilot communities.
5. Determine key priorities for service improvement in the short, medium and long terms (taking into consideration duration of the project).

DELIVERABLES

I. Objective 1:

Analyse the current policy and priorities in relation to services provided by the SLP.

Deliverable: Analysis of current SLP policy and priorities in terms of service provision and performance management.

II. Objective 2:

Assess and determine the needs and expectations of service users and citizens in the three pilot communities with regards SLP services;

Deliverable: Description of major needs in terms of SLP services in the three pilot communities (separated under each community).

III. Objective 3:

Assess and determine the strength, weaknesses, opportunities and threats (SWOT) and overall capacity of the SLP in these pilot communities to deliver services.

Deliverable: Description of the current institutional capacity and outline of SWOT analysis of the three pilot police stations.

IV. Objective 4:

Determine key priorities for service improvement in the short, medium and long term (taking into consideration of the project).

Deliverable: Outline of a list of emerging priorities for service improvements by the SLP and partners in relation to the communities.

V. Objective 5:

Determine the number of relevant actors including their capacity to work with the SLP in service provision and mutual relations in the three pilot communities.

Deliverable: Description of the list of key actors such as the LPPBs and CSOs including their current relationship and capacity to support the SLP in service provision in the selected communities.

RESEARCH METHODOLOGY AND STUDY SETTINGS

RBF emphasises participatory and inclusive approaches to service improvement. In this regard, the research methodology will include mixed methods study and will take into account both qualitative and quantitative study design. The study will use methodological and ethical issues around conducting baseline research especially in security and justice sectors and communities with a history of tension between service providers and service users. The Consultant will ensure the use of appropriate tools for data collection, analysis and reporting considering gender integration, privacy regulations and conflict sensitivity.

OUTPUTS

The following outputs are expected:

- An inception report detailing the approach, methodology and tools that the consultant will use during the study.
- A draft report of the study (with two edits from CORDAID and the SLP) prior to the finalisation of the study.
- A final report after incorporating comments from CORDAID and partners members.
- Presentation to CORDAID and partners of key findings, including details of the consultancy approach and methodology.
- The Consultant will be responsible to present most significant findings to CORDAID and partners.
- The Consultant will also be responsible for sharing key findings of the final report.

FINAL REPORT FORMAT SHOULD HAVE AS MINIMUM INCLUDES:

Standard cover sheet; (title, date, evaluator, programme)

Executive Summary (Having contents; Objectives, Methods, results & conclusion)

Acknowledgment

1. Introduction
2. Literature review
3. Methodology (having below mentioned components)
 - a. Objectives of the study
 - b. Operational definitions
 - c. Study design
 - d. Sampling Method and Sample Size
 - e. Data Collection Procedure

- f. Data Analysis
- g. Limitations
4. Findings
5. Conclusions
6. Recommendations
7. References
8. Annexure [TOR, data collection tools, case studies...]

Following lists must be given at the start;

1. Table of contents (automatically generated)
2. List of Figures
3. List of Tables
4. Acronyms and abbreviations

QUALIFICATION, EXPERIENCE and COMPETENCIES

The suitable person must have a minimum of a Masters degree in the fields of Social Sciences, Statistics, Demography, Research Methodologies, Development Studies. Added to this, the selection of the Consultant will be based on the quality of their proposal (incl. methodologies, tools, qualifications, time schedule, CV), their financial offer, the relevant educational background and experience of the applicants:

- The Consultant should have at least seven years experience of conducting project baselines, evaluations and researches.
- The Consultant should be conversant with NGO's operation with a focus on women and gender. Additional knowledge and experience on security and justice sector will be advantage.
- The Consultant should have a significant experience of collecting and analysing quantitative data from small scale sample surveys.
- The Consultant should mention previous works in regard/ relation to quality assessment/evaluation processes in their proposal and give reference to previous clients.

FACILITIES AND SERVICES TO BE PROVIDED BY CORDAID

Cordaid will provide:

- ii. Adequate office space with essential office furniture and office equipment; and
- iii. Access to Internet, and network resources, where necessary

PERIOD OF ASSIGNMENT

The duration of the assignment is for a period of 4 weeks

Start Date: 15th March 2019

Completion: 12th April 2019

The consultancy assignment will start on 15th March 2019 with specific deadlines to be agreed on and set for reporting and submission of each set of deliverables at the inception meeting. Please note the time allotted for the tasks and deliverables, bearing in mind that this would have a direct effect on the response to invoices and remunerations. Please note also that a day comprises eight (8) work hours and extra days may be added with the written consent of CORDAID.

ALLOCATION OF DAYS

Tasks	No. of Days
Inception meeting and report	2
Develop data collection tools	3
Analysis of existing literature	2
Field Data collection	8
Data entry and analysis	6
Submission of draft report	2
Validation of draft report	3
Finalize validated report	4
Submission of final report	3
Total Days	33

REPORTING

The Consultant will report to the Cordaid Sierra Leone Security and Justice Technical Advisor.

INFORMATION NEEDED IN PROPOSAL

All valid submissions should at a minimum include:

- an up-to-date Curriculum Vitae;
- two copies of sample of previous similar reports completed by the Consultant;
- a detailed financial proposal;
- two recommendation letters from previous clients
- Technical proposal to conduct the baseline survey, with the following (minimum) information:
 - What baseline information should be collected
 - What sources are needed for the information identified

- What methodologies are appropriate given the objective of the assessment?
- Financial proposal in local currency (SLL) based on activities / requirements of the Consultant
- If persons intend to work in a team, he/she should indicate the team members and attach their CVs. Clearly highlight the Team Leader and specifics of how the applicant/s define that role.

The Consultant will be selected by a panel based on an evaluation of the points above and the ability to meet the deadline.

TO APPLY

*Applicants are required to submit proposals electronically to the following email address procurementsl@cordaid.org with the subject clearly marked “**Security and Justice RBF Baseline Proposal**” enclosing all necessary supporting documents, including business registration certificates for consulting firms. All Proposals must be submitted on or before 5pm on the 5th of March 2019.*