

Terms of Reference

Regional Project for the Comprehensive Security and Prevention of Violence Affecting Children Adolescents and Youth in SICA Countries (PreJuve)

Consultancy for:

Development of a Comprehensive National Citizen Security Policy and Plan for Belize

Duty Station:

Country of Belize (field and desk work)

Project Context

The Comprehensive Security and Violence Prevention that affects Children, Adolescents and Youth in SICA Countries (PreJuve) Regional Project, funded by UNDP/Spain, seeks to contribute to the improvement of citizen security within the Central American region, through the comprehensive reduction of associated factors to insecurity and violence, with a particular emphasis on violence that affects children, adolescents and youth. The project aims at working in three key results dimensions, prioritized within SICA's Central American Security Strategy (CASS). The project will: 1) support in the formulation and/or revision of a ***comprehensive citizen security policy for Belize***, ensuring linkages between this national policy with regional ESCA priorities; 2) support the development and implementation of plans and institutional capacities to improve ***social prevention of violence that affects youth at secondary and tertiary level***, with emphasis on at risk population and territories with highest crime incidence; 3) Contribute to Belize's participation in a regional ***Innovation Laboratory*** which seeks to promote the generation, exchange, systematization, south-south and triangular cooperation, adaptation of best practices and creative and innovative approaches to citizen security, which emphasis on vulnerable groups, as an alternative to current approaches and interventions.

Background to Consultancy

In 2009, the Government of Belize (GoB) drafted the first long term national planning document for Belize – the Horizon 2030 National Development Framework which embodies the vision for Belize in the year 2030, and which provides a broad-based framework within which national planning in all sectors is to take place going forward to the year 2030. The Horizon 2030 vision is *“a country of peace and tranquility, where citizens live in harmony with the natural environment and enjoy a high quality of life. Belizeans are an energetic, resourceful and independent people looking after their own development in a sustainable way.”* Furthermore, Horizon 2030 articulates Belize's vision, with respect to citizen security specifically, that *“the state is respectful of people's human rights and citizens and visitors respect the rule of law and feel safe and secure”*.

In June 2010, recognizing the need for a more comprehensive and coordinated approach to ensuring the security of citizens, the Government established RESTORE Belize as a coordination agency. In fulfilment of that role, RESTORE Belize drafted the RESTORE Belize Strategic Plan (2011 – 2015), which was the first attempt to compile into a single plan the many aspects of national development and governance which contribute towards achieving citizen security. The plan was contextualized within the longer-term Horizon 2030 Framework and was constructed on the 3 central pillars of human development, economic development and security. The planning period for the RESTORE Belize Strategic Plan has concluded and Belize has gained many valuable experiences in the past 7 years as it strives towards peace and prosperity. It is an opportune time

therefore to draft a new plan – the National Citizen Security Plan and Policy – which is the primary deliverable of this consultancy.

Within the Horizon 2030 Framework, Belize increasingly is creating multi-sectoral national plans. The Growth and Sustainable Development Strategy (GSDS) was approved by the Government of Belize in March 2016. The GSDS establishes the Belize Framework for Sustainable Development which establishes four critical success factors of which Critical Success Factor 4 is “Enhanced governance and citizen security.” The GSDS affirms that *“Actions to address crime and promote the proper administration of justice will be seen as critical elements of this GSDS out of respect for this vision [Horizon 2030], and also because of the negative impacts that crime and low security have on economic development, social inclusion, and environmental management generally.”*

Another central national plan -- The Children’s Agenda -- was signed by the Government of Belize and the Opposition on May 15th, 2017, and launched on June 8th, 2017. Recognizing citizen security as a cross cutting national priority, the Children’s Agenda also addresses the need to increase social inclusion (a root cause of citizen insecurity and violent crime in Belize), to keep children and youth safe from crime.

Within this context, the Government of Belize is now seeking to draft a new Citizen Security Policy and Plan. As a precursor to this, with funding from the UNDP/SICA PreJuve Project, the GoB commissioned a consultancy to produce a Compilation of Information on Citizen Security which *“reviews and maps out all existing and planned citizen security recommendations, initiatives, programmes, plans, policies, stakeholders and beneficiary groups involved in advancing citizen security prevention, as a starting point to rationalize intervention strategies and streamline public investment.”* This study has demonstrated that government, non-government and private sector are implementing a multitude of programmes to address insecurity, but the experience of the past 7 years has demonstrated the need to have a coherent theory of change, need for greater focus and targeting of services to particularly vulnerable sub-groups, and the need for greater coordination in planning, resource mobilization, budgeting as well as in the delivery of services.

The United Nations has defined citizen security as *“the process of establishing, strengthening and protecting democratic civic order, eliminating threats of violence in a population and allowing for safe and peaceful coexistence. ...Citizen security is not simply the reduction of crime, but a comprehensive and multi-faceted strategy for improving the quality of life of a population, community action for crime prevention, access to an effective justice system, an education that is based on values, respect for law and tolerance.”*

UNDP has published a set of **Guidelines for the Development of Public Policies on Citizen Security**, which should be instructive to the successful consultancy team in developing the citizen security policy and plan as described in this Terms of Reference. Specifically, the guidelines advise that *“a citizen security policy cannot be seen solely as a reduction in crime rates, but as a comprehensive policy that should also include the improvement of the population’s quality of life, fair access to opportunities, the guarantee of accessible, responsive and effective justice, an education based on values, respect for the law and tolerance, among others.”* It goes on to state that *“From a human development perspective, these elements –as well as the main factors*

associated with the generation of violence and insecurity— could be summarized as follows: the erosion of the social fabric, risk factors, unsafe urban contexts, factors that (re)produce gender-based and intergenerational violence, the presence of organized crime, and institutional weakness.”

Scope of Work

The Government of Belize, with support from the UNDP/SICA PreJuve Project and other donors, is now seeking a consultancy firm to draft a National Citizen Security Policy and Plan. The Policy and Plan will primarily be a composite of existing strategies and policies. It will provide a new lens with which to view existing plans, but where gaps or inefficiencies exist, it will define new strategic actions to fill gaps or create greater efficiency. It will also define (i) a strategic path to follow which focuses on those strategies that are essential to improving citizen security and (ii) a core set of principles to guide decision-making as it relates to the multiple aspects of citizen security.

The entire process of drafting the plan and moving towards implementation is being broken down into 3 phases: (I) Drafting of the Policy and Plan; (II) Drafting a Framework for Implementation, Monitoring and Evaluation; and (III) Communication of the Plan and Policy. This current consultancy is **for Phase I only**. A brief description of Phases II and III is given in Annex 3. With a view to maximizing continuity and efficiency, the consultant chosen for Phase I **will be eligible** for applying for the consultancies to conduct the subsequent phases.

For Phase I, the Consultancy Team will be required to undertake the following activities:

1. Participate in an Inception Meeting with the team overseeing the Consultancy to clarify requirements and discuss strategies for conducting the work entailed.
2. Prepare a Consultancy Work Plan describing the specific tasks to be conducted and methods to be used for each. Phase I of the Consultancy can be organized into three principal stages, specifically: (i) Information Gathering, (ii) Drafting of an Assessment of Existing Citizen Security Initiatives, (iii) Drafting of a Citizen Security Plan and Policy. The Work Plan should include a schedule of activities indicating activity durations, dependencies and a critical path. The schedule should also indicate, for each task, the primary consultancy personnel, and inputs required including human and information resources needed from GoB or other stakeholders to complete the task.

Information Gathering

3. Review existing planning and policy documents, laws, and programme descriptions outlined in Annex 1.
4. Review existing datasets, evaluation reports, consultancy reports and information systems outlined in Annex 2. Conduct interviews to gather further information or clarification where necessary.
5. Conduct key informant interviews with CEOs of Office of the Prime Minister, Ministry of National Security, Ministry of Education, Youth, Sports and Culture, Ministry of Human Development, Directors of CYDP, CRD, Belize Prison Department, Family Court, NCFC, Leader of the Opposition, relevant departments in the Ministry of Education, Secretary of

National Security Council, and others. Group workshops may be conducted instead of individual interviews where the quality and depth of information will not be comprised.

6. Conduct group consultations with the GSDS Citizen Security Technical Committee, Trade Unions, the Churches, the Chamber of Commerce, the NGO and CBO community, Belize Mayors Association, and other key stakeholder groups.

Rapid Assessment of Existing Citizen Security Initiatives

7. Prepare a Rapid Assessment of Citizen Security Initiatives, Strategies and Policies based on:
 - a. the Compilation of Information on Citizen Security (2017), which lists existing initiatives, organized into primary prevention, secondary prevention and tertiary interventions.
 - b. Existing expenditure reports and budgets provided by the Government of Belize on Citizen Security Programmes.
 - c. Information gathered in Tasks # 3 to 6 above.

The purpose of this rapid assessment is to examine the efficacy of current approaches and programmes, and to identify programmatic gaps and the challenges impeding the impact of programmes and investments, with a view to identifying strategies for increased efficiency and impact. This exercise is to be based on existing information garnered through literature review, budget reports and consultations, and should not require extensive investigation.

Drafting of a Citizen Security Plan and Policy

8. Draft a Citizen Security Plan. At a minimum, the Plan should include the following components:
 - a. Draft a Theory of Change starting with the identification of a set of national citizen security goals and the outcomes which are preconditions for the attainment of these desired goals. An Outcomes Framework will describe the precise logic through which the interventions in the plan will lead to the outcomes which are necessary for the attainment of the end goals.
 - b. Compile aspects / sections of existing national plans list provided in Annex 1 below which are directly relevant to achieving Citizen Security Outcomes.
 - c. Produce a set of coherent priority strategies and action lines that have the following minimum characteristics:
 - **Commitment at the highest level:** The commitment of decision makers at the highest level is key for it to be considered a public policy and national plan and for there to be effective leadership for its implementation.
 - **Collaborative strategies:** the plan must be premised on collaborative strategies appropriate to dealing with complex, multifaceted problems for which there are multiple approaches and many stakeholders amongst whom power is dispersed.
 - **Results-based:** It should establish results that are the expression of concrete and measurable changes, with clear goals and responsibilities over time.

- **Clear prioritization and gradual implementation:** The order of priority and implementation of the results and actions must be established to ensure effective management and an intelligent sequence of actions.
 - **Targeting specific populations to address their specific vulnerabilities.** Citizen insecurity affects different groups in different ways so local strategies and services for particular neighbourhoods and sub-groups are needed.
 - **Inclusiveness and co-responsibility:** The plan should identify the roles and responsibilities of all stakeholders. It should not only include institutional actors but other stakeholders to generate the co-responsibility needed.
 - **Political and social consensus:** without political consensus and a social pact, the policy can remain on paper, without being implemented and without effective ownership.
 - **'State' policy:** It should represent the expression of the commitment of the three branches of government. This distinguishes it from a government or party policy and increases the likelihood of sustainability.
 - **Temporality:** linked to the above, the plan and policy should ideally be established beyond a single term of government to ensure the sustainability of the efforts and vision in the medium and long term.
 - **Gender Dimensions:** The plan and the policy should explicitly consider and address the gender dimensions of violence, its root causes, and impacts, including the participation of women and girls in gangs and the impact of gang violence on them. It is understood that conducting research on this topic is outside the scope of this consultancy so where there are information gaps, the plan can recommend appropriate research.
- d. A Proposed Governance Structure for the implementation and tracking of the plan. This must be designed in consultation with high-level decision makers. Furthermore, it should maximize on the use of existing decision-making and implementation structures and where necessary, recommend optimization of these structures for greater efficiency. The Governance Structure should include a Secretariat to operationalize the plan.

9. A Citizen Security Policy.

This **Scope of Work** attempts to define the actions and approaches required to draft a practical and effective plan; however, that if the Consultancy Team, through their own experience and knowledge, has recommendations for amendments or additions, they are encouraged to present these in their proposals, during the interview, and if contracted, during the Inception Meeting or thereafter in the process of preparing the deliverables hereunder.

Deliverables

1. A Consultancy Work Plan describing the steps to be taken, methodologies to be used at each step, and a timeline for completion. The timeline should identify critical dependencies and a critical path.
2. A Rapid Assessment of Existing Citizen Security Initiatives in Belize, including a Report on Financial Investments in Citizen Security in Belize.
3. A Theory of Change for establishing citizen security in Belize. This should include both narrative and graphic representations.
4. A comprehensive National Citizen Security Plan for Belize. The final plan must be supported by infographics demonstrating the concepts, relationships, logic behind the strategic actions comprising the plan.
5. A National Citizen Security Policy for Belize.

All deliverables must be presented both electronically and with 3 printed copies. The electronic versions must be publication-ready in PDF format.

Qualifications

1. The Consultancy Team should comprise a combination of advanced degrees in fields related to national development and citizen security (e.g. development studies, economics, criminal justice, social planning, social policy, etc.) and at least 10 years of working experience in development planning in the Caribbean region. In lieu of an advanced degree in the relevant fields, the Consultancy Team members may have Bachelor's Degree and 15 years of relevant work experience.
2. The Consultancy Team should have detailed and current knowledge of development and social issues in Belize and be conversant with key social planning documents and development studies concerning Belize and the Caribbean.
3. The Consultancy Team should have significant experience in workshop facilitation for high-level political and executive actors and in community consultations.
4. The Consultancy Team must be able to demonstrate the ability to create graphic information products that make complex concepts and relationships easy to understand.
5. The Consultancy Team must be able to demonstrate excellent written and verbal communication skills.
6. The members of the team must be able to demonstrate practicality, open-mindedness, and the creative and non-linear thinking that is needed to address complex problems.

Timeframe

The Consultancy will be undertaken during the months of June 1, 2018 to August 31, 2018.

Institutional Arrangements

A Supervisory Committee comprising the CEO of Youth, Sports and Culture, CEO of National Security with responsibility for Policing, Director of RESTORE Belize and the PreJuve Project Coordinator will directly supervise the Consultancy Team. The Consultancy Team will require acceptance of output from the Supervisory Committee. The PreJuve Project Coordinator will provide logistical support to the Consultancy Team.

Scope of Price Proposal and Schedule of Payments

All price proposals must be expressed as a *Lump Sum Amount*. Payments will be linked to deliverables.

- The lump sum amount must be “all-inclusive”
- The contract price is fixed regardless of changes in the cost components;
- Transportation and logistics costs should be reflected in the cost proposal

Recommended Presentation of Offer

In order to facilitate comparative analysis, the consultants are asked to format their proposals as follows:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided in Annex 4 below;
- b) **Personal CVs** of all team members who will be directly involved in execution of the consultancy, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Consultancy Team and at least three (3) professional references;
- c) **Brief description** of why the Consultancy Teams considers itself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
- d) **Proposed Methodology** including practical approaches and strategies for success that will be employed.
- e) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided in Annex 4 below.

Selection Process and Application Guidelines

Consultancy teams are invited to apply for this consultancy by submitting a proposed methodology, detailed costing and comprehensive CVs for all team members. ***All submissions must be made by email to restorebelize@opm.gov.bz with the subject heading: Proposal for Citizen Security Plan.*** Submissions must be received by RESTORE Belize no later 5:00PM Central Standard Time on Sunday May 27th, 2018.

Short-listed consultancy teams will be invited to an interview. Interview questions will be detailed and interviewees will be required to be familiar with the RESTORE Belize Strategic Plan (2011 – 2015), the RESTORE Belize Progress Report, the Growth and Sustainable Development Strategy (2016 – 2019) and the Compilation of Information on Citizen Security.

Offers will be evaluated by a selection committee comprising representatives from RESTORE Belize, Office of the Prime Minister, and Ministry of Youth, using a Combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%.

The Government of Belize reserves the right to accept any proposals deemed to be in the best interest of the consultancy objectives, to waive any anomalies in proposals or to reject any or all proposals and to re-advertise for new proposals. In its sole discretion, the Government of Belize may withdraw this Request for Proposal (“RFP”) either before or after receiving proposals, and may accept or reject any or all proposals.

ANNEX 1: Indicative List of Documents to Be Reviewed

1. Belize Growth and Sustainable Development Plan 2016-2019. Ministry of Economic Development, Petroleum, Investment, Trade and Commerce. April 2016.
2. Horizon 2030 National Development Framework for Belize 2010 - 2030
3. National Security and Defence Strategy. 2017.
4. National Crime Fighting Strategy 2017.
5. Relevant Legislations including, inter alia, Crime Control and Criminal Justice Act, Families and Children's Act, Juvenile Justice Act, Criminal Code, any new Gang Legislation.
6. National Public Policy Proposal: Prevention of Youth-Involved Violence in Belize 2012-2022. Interpeace. 2012.
7. Education Sector Strategy 2011 – 2016
8. Health Sector Strategic Plan 2014-2024
9. Children's Agenda 2017 - 2030.
10. SICA Strategic Framework for Prevention of Violence
11. The RESTORE Belize Strategic Plan 2011 – 2015.
12. The Early Warning System for At-Risk Primary School Children Pilot Phase Implementation Plan. RESTORE Belize January 2015.
13. The National Gender Based Violence Plan of Action 2010-2013.
14. National Youth Development Policy of Belize 2012. Ministry of Education, Youth, Sports and Culture.
15. Handbook on Sexual Violence - A resource guide to legislations, policies, services and more. UNFPA and the Women's Department, Ministry of Human Development, Social Transformation and Poverty Alleviation. 2012.
16. A Review of the Belize Police Department. Harold Crooks. November 2008.
17. Guided by Experience: A Guide for Public Policy on Citizen Security
18. Reports of Proceedings from Public Consultations, including the planned Citizen Security Summit, conducted by the Ministry of National Security conducted between March to June 2018.
19. Report on Proceedings from Planning Retreat for the GSDS Citizen Security Technical Committee.

ANNEX 2: Indicative List of Datasets, Evaluation and Progress Reports and Information Systems to Be Reviewed

1. MDG Report and Post 2015 Agenda, UNDP Belize. September 2013.
2. Abstract of Education Statistics. Policy and Planning Unit, Ministry of Education. 2013, 2014 and 2015.
3. National Plan of Action Monitoring Report 2015
4. Multiple Indicator Cluster Survey Key Findings Report 2015-2016. Statistical Institute of Belize and UNICEF
5. Community Action for Public Safety [Draft] Report. Inter-American Development Bank 2015.
6. National Population and Housing Census 2010
7. The RESTORE Belize Progress Report 2011- 2015.
8. The Metamorphosis Programme Evaluation Report. September 2014.
9. BelizeInfo (formerly Inter-agency Public Sector Management Information System). Community Action for Public Safety Project. Ministry of Human Development, Social Transformation and Poverty Alleviation.
10. Belize Crime Observatory Information Management System

ANNEX 3: Phases II and III of Development of a Comprehensive National Citizen Security Plan and Policy for Belize

During the conduct of the first consultancy for the **Development of a Comprehensive National Citizen Security Policy and Plan for Belize**, a request for proposal will be sent out inviting consultants to continue the work started in Phase I. The Consultant(s) chosen for Phase I will be eligible to apply for subsequent phases.

Specifically, the components envisioned for Phases II and III are as follows.

PHASE II: Implementation Plan and Monitoring and Evaluation Framework

1. Draft mechanisms for the coordination and monitoring of plan implementation, based on the governance structure defined in Phase I. The design of this mechanism should include the specific actors and their responsibilities, means of coordination and information sharing, and a process monitoring system. It must look specifically on streamlining existing national mechanisms for coordination with a view to the most efficient governance. It should also include recommendations for legislative support for the recommended governance structures.
2. Prepare 1-year Action Plan and Timetable for implementation of actions.
3. Prepare a budget indicating recommended expenditures, identified funding sources and funding gaps. The budget should also recommend areas for increased cost effectiveness.
4. A Monitoring and Evaluation Framework and Plan to track the achievement of outcomes. This plan would likely comprise select subsets of the monitoring frameworks from existing national plans but should also identify additional feasible indicators that need to be tracked.

Phase III: Communication and Dissemination of the Plan

1. Prepare a Communication Plan which includes:
 - a. the presentation of the plan to high-level government decision makers, the Opposition, civil society stakeholders, and the media
 - b. strategies for widespread dissemination
 - c. a public event to launch the Plan and Policy
2. Conduct a series of presentations to the an array of stakeholder groups including, *inter alia*, the Cabinet, government CEOs, Directors and Heads of Child/Youth Service Agencies, Social Service Agencies, Policing and Security Agencies, above, . The Consultant/include all event planning and invitations.
3. Prepare a graphic-based information booklet for public dissemination.
4. Prepare electronic media containing the plan and all corollary documents for public dissemination.

**ANNEX 4:
OFFEROR'S LETTER TO GOVERNMENT OF BELIZE
CONFIRMING INTEREST AND AVAILABILITY
FOR THE CONSULTANCY FOR THE DEVELOPMENT OF A COMPREHENSIVE
NATIONAL CITIZEN SECURITY POLICY AND PLAN FOR BELIZE**

Date _____

RESTORE BELIZE
Office of the Prime Minister
Government of Belize
Belmopan, BELIZE

Dear Sir/Madam :

I hereby declare that :

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of the Consultancy Team for the Development of a Comprehensive National Citizen Security Policy and Plan for Belize;
- b) I hereby propose my services and I confirm my interest in performing the assignment through the submission of the CVs of all the Consultancy Team Members, which have been signed and attached hereto as Annex 1;
- c) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology;
- d) I hereby propose to complete the services based on the following payment rate : *[pls. check the box corresponding to the preferred option]:*
 - An all-inclusive daily fee of *[state amount in words and in numbers indicating currency]*
 - A total lump sum of *[state amount in words and in numbers, indicating exact currency]*, payable in the manner described in the Terms of Reference.
- e) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- f) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to the Government of Belize's review, acceptance and payment certification procedures;
- g) This offer shall remain valid for a total period of _____ days *[minimum of 90 days]* after the submission deadline;
- h) I hereby confirm that *[check all that applies]:*

At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of the Government of Belize;

I am currently engaged with UNDP, Government of Belize, and/or other entities for the following work :

Assignment	Contract Type	GoB Unit / Name of Institution/Company	Contract Duration	Contract Amount

I am also anticipating conclusion of the following work from the Government of Belize and/or other entities for which I have submitted a proposal :

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- i) I fully understand and recognize that the Government of Belize is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that the Government of Belize will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
- j) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature:

Date Signed :

Annexes *[pls. check all that applies]:*

- CV
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- Brief Description and Proposed Methodology of Approach to Work

BREAKDOWN OF COSTS SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

A. Breakdown of Cost by Components:

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
I. Personnel Costs			
Professional Fees (this can be broken down for individual team members)			
II. Travel Expenses			
Round Trip Airfares to and from duty station			
Living Allowance			
Transportation within Belize for conduct of consultancy			
III. Other Costs			
e.g. Administrative, Logistics, Meetings			
Others (pls. specify)			

B. Breakdown of Cost by Deliverables*

Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Amount
Deliverable 1		
Deliverable 2		
....		
Total	100%	USD

*Basis for payment tranches