

## Terms of Reference (TOR) for Developing Capacity of Justice Sector Institutions on Data Literacy and Data Analysis

### 1. Terms of Reference (TOR)

- a) **Objectives:** To conduct a needs assessment and, based on the results, develop, and implement a comprehensive training module on data literacy and data analysis.

**Background:** The Criminal Justice Reform programme that began in 2004 has been at the heart of the present political transformation in the Maldives. The Criminal Justice Programme was based on the “Report on Criminal Justice Systems of the Republic of Maldives: Proposal for Reform” commissioned by the Attorney General and developed with support from the UN system and the action plan that followed. The key conclusion of the report at the time was that “the Maldivian Criminal Justice System systematically fails to do justice and regularly does injustice and that the reforms needed are wide ranging and that without dramatic changes the system and its public reputation are likely to deteriorate further.”

As the backbone of any system, information and data management and data enhancement can be less politically sensitive and contentious and can be sustained beyond election cycles. Effective data collection, information and data management and data sharing can create a platform for institutions in the Criminal Justice Sector to collaborate on similar vision for the sector. Additionally, data can be utilized to understand where inefficiencies exist within the system, how to adjust priorities and resources and make improvements. It can also identify trends that can act as evidence to bring systematic improvements without politicization. Properly managed data and data visualization from the Criminal Justice Sector for public consumption, can help improve transparency and public trust in the system.

This project seeks to promote case, information and data base management, and decision making in criminal justice sector, by building the sectors capacity in data literacy and data analysis for planning. Increasing access to data at regular intervals with a vision of creating real time tracking of status of cases can increase accountability

in the system. The project aims to identify bottlenecks before it become a problem ensuring that policy makers will be able to attend to it in a timely manner.

With the Prosecutor General's Office as the lead government agency, the Maldives Police Service, the Anti-Corruption Commission, the National Integrity Commission, the Child Ombudsperson, the Maldives Human Rights Commission, the Attorney General's Office, the Maldives Correctional Service, Maldives Bureau of Statistics and the Judiciary have partnered with UNICEF on the project "Enhancing Evidence-based Management and Decision Making in the Maldives Criminal Justice System." UNICEF is the lead partner from the UN side. As the project's title implies, the primary objectives are to:

- Strengthen the Criminal Justice Sector's capacity for effective data analysis and evidence-based decision making; and
- Harmonise data across justice system in accordance with International Standards and Guidelines
- Improve coordination and collaboration among Criminal Justice Sector Institutions to ensure the Criminal Justice System operates effectively.

To this end, PGO seeks to hire a firm to develop a comprehensive training module/curriculum on data analysis and management (in English) for criminal justice sector institutions, based on an assessment of training needs.

**b) Scope of work and expected outputs/ deliverables:**

1. Conduct a review of existing data across justice system, identify data gaps, and address this in order to harmonise data across criminal system
2. Conduct desk research and analysis of all existing curriculums/training modules, and materials to gain a thorough understanding of the current situation and collect data from relevant institutions.
3. Conduct a "gap" analysis to identify capacity gaps in Criminal Justice Sector institutions for data analysis and management. Consultations, meetings, and interviews with relevant stakeholders should be conducted as part of this process.

4. Assist the project team in organising and facilitating Technical Needs Assessment Workshop with the project partners.
5. Produce a well-written and comprehensive Training Needs Assessment report based on the above, including recommendations for:
  - Selection of training sites/venues
  - Schedule for training
  - Identify key resource persons
  - Participants
  - Post-training evaluation and impact assessment.
6. Based on this assessment, develop a comprehensive 2-3-day training module (in English) for the partner agencies with a special focus on strengthening the Criminal Justice Sector's capacity for effective data analysis and evidence-based decision making.
7. Share the draft module with the partner agencies for their review, incorporate comments, and finalise the module.
8. Assist the project team in organising and facilitating one Training of Trainers (TOT) workshop for training resource persons on data literacy training using the developed manual.
9. Develop an e-learning module (4-6 hours, including notes, presentation, video and exercises) using these materials for the sustainability of these trainings and for new recruits to follow as a guide

### **c) Final Deliverables**

1. Inception Report (Two weeks upon signing the agreement)
2. One Training Needs Assessment workshop completed, and report submitted, the report should include desk review, situation report and gap analysis.
3. Comprehensive Training Module with a two-three-day training curriculum for criminal justice sector institutions.
4. One TOT workshop completed, and reports submitted, including post-training evaluation and impact assessment.

5. Data harmonised national coding system for the criminal justice system for Maldives.

**e) Time frame and deadlines:** This assignment is for a period of 4 working months between January 2022 and May 2022.

**f) Reports:** The Firm shall report to the Prosecutor General's Office on a monthly basis, updating the Prosecutor General's Office on the status of contract operations and certifying that all work, tasks, and assignments have been satisfactorily performed.

## **2. Requirements for experience and qualifications**

Prosecutor General's Office, now invites eligible Firms to indicate their interest in providing the Services. Interested Firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

### **Qualifications and experience of the firm**

#### **a. Firm**

- The firm must have experience in the field of training, data analysis, etc especially in the national and international context for at least 5 years.
- The firm must have knowledge in data analysis, and evidence-based decision making for at least 5 years.
- The firm must have knowledge in conducting legal analysis, training needs assessment, in this field for at least 5 years.
- Having extensive experience in developing training module/curriculum, drafting report, facilitation/training and dissemination skills among relevant stakeholders.
- Relevant regional and international experience will be an added advantage.

This project intends to discover experts that meet the aforementioned criteria and have demonstrated an ability to engage key stakeholders in providing relevant expertise and bringing a broader perspective to the training module's development.

### **3. Documents to be included when submitting the proposal.**

While submitting the Technical Proposal, the applicant shall, in particular ensure to attach the following;

- I. Profile of the firm (max 1 page) explaining why they are the most suitable for the work.
- II. Relevant Experience (Max 2 pages)
- III. Detailed Methodology and conceptual framework with expected deliverables and timelines, man days required. (3-5 pages)

### **4. Financial Proposal**

Lump sum contracts: the financial proposal shall specify a total sum amount (including a breakdown of costs for fee, travel, and number of working days). Payments will be made in instalments based upon key outputs, i.e. upon delivery of services specified in the TOR.

- 20% on submission of the inception report and blueprint including work-plan and methodology for the assignment.
- 20% on completion of training needs assessment and submission of TNA report.
- 20% on submission of comprehensive training manual including a two/three days training curriculum (in English).
- 20% on completion of TOT training
- 20% on the establishment of Data harmonised national coding system for the criminal justice system for Maldives and submission of final report (in English).

### **5. Evaluation**

#### **Cumulative Analysis**

The weighted average basis will be applied to evaluate the applicant, the award of the contract will be made to the institution whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and;
- Having received the highest score out of pre-determined set of weighted technical and financial criteria specific to the solicitation.

## Criteria Maximum Point

### Technical: 70 points

- Demonstrated Knowledge on data analysis, and evidence-based decision making- 15 marks
  - Experience and skills in conducting legal analysis, training needs assessment, in the field- 20 marks.
  - Demonstrate experience in developing training module/curriculum, drafting report, facilitation/training and dissemination skills among relevant stakeholders- 25 marks
  - Methodology, activities, work-plan, experience and skills- 10 marks
- Points for experience will be evaluated on ratio basis;  
Maximum points for the firms who has submitted most related reference letters.

### Financial: 30 points

- Points for Price will be evaluated on ratio basis;  
Maximum points for the firms who has submitted lowest price.  
 $\text{Price} / \text{Lowest Price Submitted} \times 30\%$
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