

TERMS OF REFERENCE

- A. Job Title:** International Consultant to conduct a feasibility study on modernization of the Shooting Range for the Ministry of Internal Affairs' Academy "Stefan cel Mare" of the Republic of Moldova
- B. Duty Station:** Home based assignment with one field visit to Chisinau
- C. Project reference:** Strengthening the Police Training Capacities in the Reform in Moldova
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** Up to 37 working days during March – April 2023

F. Background:

While fulfilling their duties, frontline police officers encounter a wide range of behaviors, ranging from cooperative to resistant or assaultive behavior that could cause grievous bodily harm or death. Therefore, the Police staff should be engaged through training in a suite of tactical options, ensuring that they are always prepared and able to respond appropriately in any situation. Firearm use is one of these tactical options and is a basic professional skill any police officer should master, and it could be applied as a last resort measure to maintain public safety and order without a prejudice to personal safety.

Firearm use and shooting training is organized on regular basis by the "Stefan cel Mare" Academy (Police Academy) of the Ministry of Internal Affairs of the Republic of Moldova. The Academy has a 55 meters long indoor shooting range that is in use since 1983. However, the facility is in a poor condition that decreases the quality of the training process, threatens the safety of the students/cadets, as well as does not comply with applicable environmental requirements. Additionally, the electric/lighting, acoustic, and heating systems are outdated; the ventilation system is unable to prevent air contamination and has a limited air filtration and circulation capacity, while the bullet trap mechanism is worn. The shooting range lacks a shooting monitoring and control system, distraction lighting system and a fit for purpose target carrier system, that would allow to conveniently program different maneuvers and scenarios.

UNDP has conducted a preliminary technical examination of the shooting range premises in early 2021. However, the study was focused on examination of the general technical condition of the premises, potential costs for construction works and less on specific equipment relevant to the shooting range functioning and costs estimates for such equipment.

Through this intervention, the Project intends to support the Academy in modernizing the indoor shooting range to foster a skills-based training in responsible firearm use for policing activity. Considering the complexity of this intervention and the value of potential investments, the Project will apply a staged approach. The current stage of the Project will include a comprehensive feasibility study on modernizing the specialized equipment of the shooting range. Building on the best regional practices and applicable safety and environmental requirements, the feasibility study will

aim at: assessing the level of interventions and the amount of investments required, paying due attention to the required specialized equipment; ensuring compliance with ballistic and soundproofing requirements; reengineering and upgrade of utilities systems and networks; redesign and refurbishment of adjacent training/debriefing rooms and other relevant spaces; installation of audio, video, lighting systems and automatic target retrieval mechanisms; provision of weapon discharge system and other relevant equipment and gear used for qualification, training and practice purposes. The findings of the study will determine further decisions on supporting the MIA and the 'Stefan cel Mare' Academy in upgrading the firearm use and shooting training capabilities.

Under the current assignment, the International Consultant will be responsible for conducting a feasibility study on modernization of the Police Academy's Shooting Range (shooting range), which will include the following consecutive stages: (i) comprehensive evaluation of shooting range's current technical condition, beneficiary's capacity gaps and expectations; (ii) based on performed evaluation, develop the conceptual component of the study by detailing technical specifications for the specialized equipment appropriate to the shooting range's technical parameters and beneficiary's needs; drafting the cost estimates for the procurement of the shooting range specialized equipment; estimation of the yearly average maintenance and operation costs for the post-modernization stage of the shooting range; (iii) draft final version of the feasibility study incorporating all recommendations related to feasibility and sustainability, and relevant annexes.

The MIA/Police Academy shall be the main partner for this activity and will provide the necessary support to the contracted International Consultant (Consultant).

G. Objective:

The UNDP/Strengthening Police Training Capacities in the Republic of Moldova Project is seeking to hire an International Consultant to conduct a feasibility study on modernization of the MIA/Police Academy's shooting range. The Consultant will evaluate the current technical condition of the shooting range infrastructure and perform evaluation of the beneficiary needs and expectations relevant to shooting range modernization. Further on, based on assessment done, the Consultant will develop the Concept for modernization of Police Academy's shooting range with special attention to feasibility aspects of the process, as well as to sustainability of the infrastructure use and maintenance.

H. Scope of work and expected outputs:

To achieve the objective, it is foreseen that the Consultant will:

- I. Conduct a comprehensive Assessment of the current technical condition of the MIA/Police Academy's shooting range infrastructure, evaluate the beneficiary's needs, with a special focus on specialized equipment necessary for the appropriate endowment of the shooting range:**
 - 1) Undertake a comprehensive **desk review** of the existing documents relevant to shooting range operation, concepts, existing internal regulations and methodological approach, and previously performed technical evaluations of the physical infrastructure;
 - 2) Conduct a **field visit to MIA/Police Academy** and carry out several meetings and direct communication with relevant staff and beneficiaries as well as with other relevant local stakeholders upon necessity. Evaluate existing issues, challenges and capacity gaps in

operating the shooting range infrastructure as well as the beneficiary's expectations versus the real needs relevant to the shooting range further modernization;

- 3) Draft a **preliminary needs assessment report** which will include the general findings, conclusions and recommendations regarding the existing infrastructure and the proposed approach for modernizing the shooting range.

Important Note: After the completion of the preliminary assessment and development of the assessment report, **an online presentation** shall be organized by the Consultant to inform UNDP, MIA/Police Academy and Donor about the main findings and conclusions.

II. Based on the findings and conclusions formulated in the preliminary assessment, the International Consultant will draft the Feasibility Study on modernization of the MIA/Police Academy's shooting range which will focus on the following aspects:

- 1) Develop the **conceptual part of the feasibility study** regarding the shooting range modernization with a particular focus on required specialized equipment and furniture for optimal functioning and taking into consideration the physical parameters of the existing infrastructure, number of potential beneficiaries, feasibility and sustainability aspects;
- 2) Perform a comprehensive **market research** of relevant shooting range equipment providers. When conducting the market research, the Consultant must take into consideration the existing U.S. Government and UN sanctions and restrictions with regard to certain countries and equipment providers;
- 3) Based on conducted market research, **elaborate and present minimum two scenarios** for shooting range endowment, using the relevant examples appropriate to the physical parameters of existing premises and the needs of the MIA/Police Academy. The examples will include sources, brand names, pictures, technical drawings and detailed technical specifications of each item, market costs, minimum operation requirements (power supply, ventilation and humidity requirements, low voltage systems etc.), including maintenance costs. Recommend necessary adjustments of the existing physical infrastructure if the case. The Consultant will recommend the best scenario and will provide a cost-benefit justification for the proposed recommendation;
- 4) Based on market research and the best selected scenario, **develop generic technical specifications** of the required equipment and furniture. Developed technical specifications must be generic and sufficiently detailed to allow the UNDP Project team to organize a competitive procurement process (which means minimum three different equipment providers to comply with the minimum technical requirements);
- 5) Develop **preliminary cost estimates** of the proposed generic equipment and furniture, including transportation, installation and potential maintenance costs during the first three years of operation (if any). The estimates to be provided in US Dollars;
- 6) In addition to the conceptual part of the feasibility study, the Consultant will formulate the recommendations on required **methodological and capacity building interventions** to ensure further sustainability of the shooting range activity;
- 7) Present for UNDP's and MIA/Police Academy's review the **draft of the Feasibility Study** which will include the conceptual part of the study with all relevant findings, conclusions, scenarios and recommendations, best technical-financial approach for further operation as well as relevant annexes related to conducted market research, generic technical specifications and detailed cost estimates. UNDP along with the MIA/Police Academy will address clarifications and provide recommendations to the content of the feasibility study.

III. Develop and present for approval the Final draft of the Feasibility Study:

- 1) **Incorporate required changes** and improvements in the draft feasibility study, based on feedback provided by UNDP and MIA/Police Academy;
- 2) Submit the **final version of the Feasibility Study**, with all relevant annexes, to UNDP for final review and approval.

Important Note:

- After the completion of the first draft, an additional **online presentation** of the feasibility study shall be organized by the Consultant to UNDP and MIA/Police Academy;
- The detailed technical aspects for the reconstruction works of the shooting range premises will be further developed at the structural technical designing stage of the project, incorporating the recommendations provided in the Feasibility Study.

During the entire assignment the International Consultant will act as the subject matter expert for the donor organization, supporting the project team and implementing organization. The International Consultant will collaborate with all relevant stakeholders and partners throughout the entire period of the assignment.

I. Expected Deliverables:

item no.	DELIVERABLES	Estimate Workdays	Tentative timeframe
	Tasks		
I.	<p>Conduct a comprehensive Assessment of the current technical condition of the MIA/Police Academy's shooting range infrastructure and of the beneficiary needs:</p> <ul style="list-style-type: none"> • Desk review of available information and documents relevant to MIA/Police Academy shooting range; • Conduct a field visit to MIA/Police Academy and evaluate the current situation, issues, challenges and capacity gaps in operating the existing shooting range infrastructure; • Develop a preliminary needs assessment report. <p>Deliverables:</p> <ul style="list-style-type: none"> • Desk review and field visit to shooting range conducted. Preliminary needs assessment Report with relevant findings, conclusions and recommendations presented to beneficiary and relevant stakeholders (online presentation) and approved by UNDP. 	Up to 11 working days	By 16 March, 2023
II.	<p>Draft the Feasibility Study on modernization of the MIA/Police Academy's shooting range:</p> <ul style="list-style-type: none"> • Develop the conceptual part of the feasibility study regarding the shooting range modernization, including required methodological and capacity building interventions; • Carry out a comprehensive market research of relevant shooting range equipment providers; 	Up to 21 working days	By 13 April, 2023

	<ul style="list-style-type: none"> • Elaborate and present minimum two scenarios for shooting range endowment incorporating the specific parameters of the existing premisses; • Develop generic technical specifications of the required equipment and furniture; • Develop preliminary cost estimates of the proposed generic equipment and furniture; • Draft the Feasibility Study with all relevant findings, conclusions, scenarios and recommendations, best technical-financial approach for further operation. <p>Deliverables: Feasibility Study with conclusions recommendations, relevant annexes (technical specifications and costs estimates) drafted and approved by UNDP.</p>		
III.	<p>Develop and present for approval the Final draft of the Feasibility Study:</p> <ul style="list-style-type: none"> • Incorporate required changes and improvements in the draft feasibility study; • Submit the final version of the Feasibility Study with all relevant annexes to UNDP. <p>Deliverables:</p> <ul style="list-style-type: none"> • Final version of the Feasibility Study submitted and approved by UNDP. 	Up to 5 working days	By 20 April, 2023

J. Organizational Setting:

The International Consultant will work under the direct supervision of the UNDP Project Manager. The MIA is the main beneficiary of this consultancy. **The work of the International Consultant will be mainly home-based, applying desk research methods, online meetings and communication.** During the assignment period the Consultant will carry out one field visit to Chisinau (up to four working days including time for travel) to clarify the missing details and carry out a review of the shooting range infrastructure. In this regard, the International Consultant will be fully assisted by a National Consultant who will collect necessary information from the field, provide necessary inputs to the International Consultant and liaise between him/her and the key national stakeholders. Additionally, the MIA/Police Academy and the Project staff will provide to International Consultant available information and materials for fulfilment of tasks, will facilitate meetings and provide other reasonable logistic support where necessary.

K. Financial arrangements:

The financial proposal shall specify a total **lump sum** amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including the daily fee, taxes, and number of anticipated working days).

Travel

One travel mission is envisaged in the framework of the current assignment. The exact duration and period of the mission shall be coordinated with UNDP. For purpose of estimation of services' costs, the expected duration of the mission, could be up to four working days (including time for travel), depending on the scope.

All envisaged travel costs must be included in the financial proposal. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

The travel costs to Moldova shall be indicated separately and will be covered only if the travel will take place.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

L. Confidentiality

Materials provided to the Consultant and all proceedings within the consultancy contract shall be regarded as confidential, both during and after the consultancy. Violation of confidentiality requirements may result in immediate termination of contract.

M. Qualifications and skills required:

I. Academic Qualifications:

- University Degree (5-year university education) in Law, Law Enforcement/Police Studies, Security Studies or another relevant field. Advanced degree (Master's or Ph.D.) is an asset.

II. Years and sphere of experience:

- At least 5 years of professional experience in the area of internal/home affairs, police administration/management or law enforcement;
- Demonstrated experience in elaboration of feasibility studies in the area of internal/home affairs, police administration/management or law enforcement (minimum two comprehensive studies - the candidates are asked to provide evidence of similar studies via links to relevant websites, or electronic copies of documents attached to the application, or links to uploaded documents in e-Cloud);
- Professional experience in Central and Eastern Europe on similar assignments is desirable;
- Experience in working with UN agencies is an asset.

III. Competencies:

- Proven competencies in carrying out needs and capacity assessments; designing feasibility studies/ documentation/ specific regulatory framework/ standard operating procedures;
- Strong understanding and knowledge of modern technical solutions and methodologies related to renovation and efficient operation of the shooting range infrastructure;
- Solid understanding of and ability to apply communication and collaboration tools and techniques (MS Office 365, ZOOM, Google tools etc.), including the ability to analyses and use research data outside from the evaluated context;
- Proficiency in English language;
- Additional language skills: knowledge of Romanian and/or Russian, is an asset.

IV. Personal qualities:

- Resourcefulness and creativity;
- Strong communication and interpersonal skills.

The UNDP Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other noncitizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

N. Documents to Be Included When Submitting the Proposals

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

- Offeror's letter to UNDP confirming interest and availability for the individual contractor (IC) assignment, incorporating Financial proposal in Annex 2 (in USD, specifying a total requested amount per working day, including all related costs, e.g. fees, phone calls etc.);
- Proposal (Motivation Letter): explaining why they are the most suitable for the work including previous experience in similar Projects (please provide brief information on each of the above qualifications, item by item, including information, links/copies of documents for similar comprehensive studies);
- CV with at least 3 references.

Important notice: The applicants who have the statute of Government Official / Public Servant prior to appointment will be asked to submit the following documentation:

- a no-objection letter in respect of the applicant received from the Government, and;
- the applicant is certified in writing by the Government to be on official leave without pay for the entire duration of the Individual Contract.

O. Evaluation

Initially, individual consultants will be **short-listed** based on the following minimum qualification criteria:

- University Degree (5-year university education) in Law, Law Enforcement/Police Studies, Security Studies or another relevant field;
- At least 5 years of professional experience in the area of internal/home affairs, police administration/management or law enforcement;
- Minimum two feasibility comprehensive studies developed in the area of internal/home affairs, police administration/management or law enforcement.

The short-listed individual consultants will be further evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall 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 – 60% (300 pts);

* Financial Criteria weight – 40% (200 pts).

Only candidates obtaining a minimum of 210 points would be considered for the Financial Evaluation.

Criteria	Scoring	Maximum Points Obtainable
Technical		
University Degree in Law, Law Enforcement/Police Studies, Security Studies or another relevant field	<i>Master's – 5 pts; PhD –10 pts;</i>	10
Professional experience in the area of internal/home affairs, police administration/management or law enforcement (at least 5 years)	<i>Up to 5 years – 0 points, 5 years – 5 points, each additional year – 5 points up to max. 25 pts;</i>	25
Demonstrated experience in elaboration of feasibility studies in the area of internal/home affairs police administration/management or law enforcement (minimum two comprehensive studies)	<i>Up to two comprehensive studies- 0 points, two studies – 10 points, each additional study / project – 10 pts. Up to max. 50 pts;</i>	50
Professional experience in Central and Eastern Europe on similar assignments is desirable	<i>Each assignment - 5 pts, up to max 15 pts (3 assignments);</i>	15
Experience in working with UN agencies is an asset	<i>Each assignment - 5 pts, up to max 15 pts (3 assignments);</i>	15
Interview (demonstrated technical knowledge and experience; communication/ interpersonal skills; initiative; creativity/ resourcefulness). Only the first 5 applicants that have accumulated the highest technical score shall be invited to the interview.		
Proven competencies in carrying out needs and capacity assessments; designing feasibility studies/ documentation/ specific regulatory framework/ standard operating procedures	<i>Limited competencies – 5 pts, fair competences – up to 15 pts., good competences – up to 30 pts, very good – up to 40 pts;</i>	185
Strong understanding and knowledge of modern technical solutions and methodologies related to renovation and efficient operation of the shooting range infrastructure	<i>Limited up to – 5 pts, fair – up to 25 pts., good – up to 45 pts, very good – up to 65 pts;</i>	
Solid understanding of and ability to apply communication and collaboration tools and techniques (MS Office 365, ZOOM, Google tools etc.), including the ability to analyses and use research data outside from the evaluated context	<i>Limited understanding and ability - up to 5 pts., satisfactory – up to 15 pts.; extensive – up to 20 pts;</i>	
Resourcefulness and creativity	<i>Up to 15 pts;</i>	
Strong communication and interpersonal skills	<i>Up to 15 pts;</i>	
Command of English language	<i>Working knowledge / intermediate</i>	

	– up to 15 pts, advanced – up to 20 pts;	
Additional languages: knowledge of Romanian and/or Russian	5 pts per language, max. total 10 pts.	
Maximum Total Technical Scoring		300

** Under-represented group in the area of assignment (law enforcement) are women. Under-represented groups in UN Moldova are persons with disabilities, LGBTI, ethnic and linguistic minorities, especially ethnic Gagauzians, Bulgarians, Roma, Jews, people of African descent, people living with HIV, religious minorities, especially Muslim women, refugees and other non-citizens.*

Financial	
Evaluation of submitted financial offers will be done based on the following formula: $S = F_{min} / F * 200$ S – score received on financial evaluation; Fmin – the lowest financial offer out of all the submitted offers qualified over the technical evaluation round; F – financial offer under consideration	200

Winning candidate

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).