Terms of Reference for National Police Literacy Strategy Development Specialist

Post Title: Literacy Strategy Development Specialist
Organization: UNESCO Office Kabul
Location: Kabul, Afghanistan
Duration: 1 month
Nationality: International
Grade: International P3 level
Date Announced: March 2nd 2015
Closing Date: April 5th 2015

1. Introduction

The current number of police officers within Afghan National Police (ANP) is approximately 164,000. According to the spokesperson of the Ministry of Interior Affairs (MoIA), around 30% of the ANP personnel are illiterate, and this figure jumps to 70% when partially literate police officers are counted. The low literacy level constitutes a major drawback to quality policing, public protection and law enforcement. To address the low literacy levels among the police personnel, UNESCO launched the first phase of LEAP Programme (LEAP I) in 2011 to assist MoIA to establish and maintain an organizational structure and systems for police literacy training program across Afghanistan.

Building on the achievements and lessons learned from LEAP I, the second phase of LEAP (LEAP II) is strengthening and enhancing the capacity of the Literacy Unit of MoIA for further institutionalization of: teacher training, the development of supplementary materials and publication, and the provision of literacy training for the police personnel, to ensure a smooth transition and continuation of police literacy training for the post-2014 period.

Since 2008, the international community has been endeavoring to overcome the low literacy level by providing police officers literacy classes. The stakeholders’ programmes cover the country; however, no survey has yet been conducted to monitor the development progress and the current needs.

In order for proper evidence based decision making and strategy formulation, accurate data is urgently needed in MoI on the police literacy levels as well as their extended demographic data.

In March 2015, Ministry of Interior Affairs (MoIA), Ministry of Education (MoE), Central Statistical Organization (CSO), and UNESCO, agreed on a MOUs to conduct a sample survey to provide a statistical portrait of the literacy skills of the ANP and give new information resources to the MoI and the community of police literacy stakeholders. Representatives from all parties and other relevant organizations (UNESCO Institute of Statistics (UIS), UNESCO Institute for Lifelong Learning (UIL), UNFPA, etc.) are part in the survey committee and overview the whole process. The collected data through this sample survey also includes demographic indicators as well, in addition to the mapping of literacy classes for police staff within the country,
which contributes to the development of a proper evidence based strategy for MoI and partners to target beneficiaries in systematic way.

The consultant is expected to develop the National Police Literacy Strategy 2015-20 based on the survey findings tables and statistic reports jointly with MoIA, MoE Literacy Department and the Police Literacy stakeholders.

2. **Main Objective and Responsibility of the Consultancy:**

The overall purpose of this consultancy is to analyze the survey findings tables and statistics reports and to support MoI, MoE and police literacy stakeholders in drafting the national literacy police strategy document which helps the government in taking a strategic, long-term and result-oriented approach to police literacy learning and skills development. The consultant will review existing institutional and individual capacities in the area of police literacy learning, any existing documentation on police literacy including the results of the LEAP sample survey, case studies on police literacy strategy from other countries, other relevant materials, and identify priority actions including mainstreaming of literacy programme for police within existing initiatives and institutions.

The specific objectives of the consultancy are to:

1. Take stock of relevant capacity development and literacy provision initiatives
2. Consolidate all existing documentation on police literacy including the results of the LEAP sample survey, case studies on police literacy strategy from other countries, other relevant materials
3. Assess existing human capacities at MoIA to achieve literacy capacity development of ANP
4. Identify priority literacy provision actions/interventions to achieve results
5. Prioritize literacy provision in short, medium and long-term with clear targets and budgetary allocations
6. Facilitate engagement of MoI, UNESCO and other literacy stakeholders
7. Draft a complete National Literacy Police Strategy

The development of the National Police literacy strategy will be led by the consultant in close coordination with MoIA (especially the Strategy and Policy Department and Administration Department), MoE (Literacy Department), UNESCO and the other police literacy stakeholders: GIZ and Force Integration and Training Operation (CJ7). The consultant will coordinate and collaborate with survey committee members; s/he will be responsible for undertaking following tasks:

1. Coordinate with the project manager, the survey committee members and the statistician/survey specialist consultant
2. Review any existing documentation on police literacy, including the results of the LEAP sample survey
3. Review any case studies on police literacy strategy from other countries
4. Arrange and conduct consultative meeting/interviews with relevant stakeholders
5. Facilitate survey committee meeting/workshop to consult with representatives and identify priority areas for capacity development and literacy provision over the next five years. The workshop will rely on participatory methods, including brainstorming sessions
6. Draft a framework of National Literacy Police Strategy and acquire endorsement from UNESCO and Police Literacy stakeholders through the survey committee
7. Draft a complete National Literacy Police Strategy, outlining clear objectives, target activities, allies, deliverables and indicators, as well as an implementation plan for the first 5 years and advice on funding opportunities for such work
8. Identify specific role of MoIA, UNESCO and the other stakeholders on capacity development and literacy provision in influencing the implementation of the National Police Literacy Strategy

9. Provide recommendation on potential structure and focus over the coming five years

10. Present the draft National Literacy Police Strategy and implementation plan to police literacy stakeholders including UIL for consultation and revise according to feedback

11. Submit the final National Literacy Police Strategy including comments to MoIA for endorsement. LEAP team will follow up the endorsement process by MoIA, the consultant will be held liable to make changes in distance requested during the endorsement process

3. **Deliverables:**

Under the supervision of Literacy Programme Coordinator and LEAP project manager, the Consultant will deliver following key deliverables:

1.1 Inception report: outlining details of activities with proposed methodology, work plan, workshop session plan, literature review including case studies on police literacy strategy from other countries, and other relevant materials

1.2 Workshop report and draft framework of National Literacy Police Strategy

1.3 Draft report on National Literacy Police Strategy structure and focus

1.4 Draft National Literacy Police Strategy for feedback and comments

1.5 Final Strategy (e copy and hard copy) in English including implementation plan and recommendations for the first two years after incorporation of stakeholders’ comments

1.6 Final report on the overall consultancy.

4. **Profile of the consultant:**

Primary expertise required:
Substantive expertise in policy and strategy writing;
In-depth knowledge and understanding of literacy issues.

Educational background:
Advanced university degree (Masters or higher) in education or other social sciences disciplines with special focus on educational and development policy, designing, teaching, learning and monitoring adult education programmes;

Work experience:
At least 7 years of relevant professional experience, with a strong experience with educational institutions, international organization, or government in applying theory and techniques to design, plan and draft policy and strategy with multiple stakeholders;

Language professions:
Good facilitation/consultation skills and excellent writing skills in English; Knowledge of Dari or Pashto is an asset;
Other:
Ability to develop networks and partnerships at international, regional and national levels;
Ability to work effectively in a multicultural/multinational environment.

5. Desirable competencies:
1) Excellent planning and facilitation skills;
2) Strong analytical and presentation skills;
3) Cultural awareness and sensitivity;
4) Ability to research, analyze and present complex information as demonstrated by past work experience and references;
5) Ability to establish and maintain strong and effective working relationships;
6) Strong interpersonal, teamwork and communication skills;
7) Strong analytical and presentation skills as demonstrated by past work experience and references.

6. Supervision and reporting:
The overall work under this consultancy would be supervised by Literacy Programme Coordinator and LEAP project manager.

7. Timeframe:

How to Apply
Please send your cover letter, resume and UNESCO CV (downloadable from http://bit.ly/1go0QRg), both in English to e.procurement@unesco.org
The application deadline is April 5th 2015 (24:00 GMT). Please note that only pre-selected candidates will be contacted.