

**INDIVIDUAL CONSULTANT PROCUREMENT NOTICE**

**Re-Advertise of Q-IC-054/16**

**International Consultant - Simplification of Procedures Expert – UNDP Iraq**

**Date: 22<sup>nd</sup> of Sep 2016**

**Description of assignment: International Consultant - Provide technical support to strengthen the position of the National and Sub-national Governments in Iraq on Simplification of Work Systems, Procedures and Service Delivery Models;**

**Type of Consultancy: International Post;**

**Duty Station: Home Base and with travel to Iraq (Baghdad, Erbil, Sulaimania, Najaf, Karbala, Diwania and Basra Governorates) and Dubai, UAE and other locations as needed and advised by the project management.**

**Period of assignment/services: 137 Working Days [77 Home Base + 60 Duty Station] over a period of 15 Months.**

**Estimated Starting Date: Late October 2016 till End of December 2017**

Proposals should be submitted to the following e-mail address no later than **COB 12<sup>th</sup> of October 2016 (Baghdad Time: +3 GMT):**

**IC1.undp.iq@undp.org** . Please note the following:

- *It is a MUST to indicate the Procurement Notice Number in the e-mail subject line).*
- *Any request for clarification must be sent to the above e-mail address. The Procurement Unit will respond by e-mail, including an explanation of the query without identifying the source of inquiry, to identified consultants who have notified UNDP of their interest to participate. Kindly be informed that the UN P11 Form ("CV Form," ref: Annex 2) must be completed. It is not permissible to submit a Curriculum Vitae in lieu of this form.*
- *Emails sent to the previously mentioned address shouldn't exceed the limits of 8MB.*

## **1. Background**

Government Programme of 2014-2018 has identified the Administrative and Financial Reform of the Governmental Institutions as one of six priorities for the government to achieve by end of 2018. This priority implies the improvement and streamlining the procedures of service delivery by the state institutions to the citizens. UNDP mandated to assist the government to implement its ambitious and challenging programme through providing technical support and build the capacity of the governmental department at national and sub national levels to conducted necessary simplification of work systems and procedures.

In this context, Iraq Public Sector Modernization Project (I-PSM) intends to strength the capacity of the national and sub-national governments in Iraq to conduct simplification of work systems, procedures and services. In addition to develop guidelines that shall be used as guidance for simplification of procedures in government departments.

## **2. Scope of Work**

Taking into account the importance of this initiative, UNDP is seeking to engage a senior specialist with strong experience in the development and execution of capacity development programmes and executive training with specific expertise as, Public Sector Reform, Processes Re-engineering, Contracts Management, Finance and Accounting, Human Resources Management Customer Service at national and sub-national levels.

The senior specialist is required to work in close consultation with national counterparts in the target departments, governorates and UNDP team in Iraq.

The required scope of work shall include the following:

- a. Provide technical assistance to deliver capacity development programme to enhance the capacity of national and sub-national governments' staff on simplification of work systems, procedures and service delivery. This is expected to be made through facilitation of series of workshops inside and outside Iraq. The scope of work shall cover, but not limited to the following topics:
  - Basic concepts and steps in work simplification and process mapping and their development strategies
  - Use of flow charts, office layout charts and work distribution charts
  - Simplification of complicated procedures
  - Change management concepts and applications
  - Analyze and distribute work allocated to employees in an organizational unit
  - Process flow mapping between an organization's various departments
  - Linking simplification of work procedures, systems and service delivery to the individual and organizational performance
- b. Conduct post-workshop follow-up missions to the target governorates in Iraq to work closely with the selected service provider units to complete the simplification of the selected work systems, procedures and service delivery
- c. Enhance the quality of the simplified work systems, procedures and service delivery for the target departments while guided by the international best practices and the Iraqi context.
- d. Develop and produce Guidelines on Simplification of Work Systems, Procedures and Service Delivery Models
- e. Facilitate round-table discussions, one for each target department, on simplification guidelines and simplified work systems, procedures and service delivery
- f. Facilitate four orientation workshops on simplification of work systems, procedures and service delivery at national and sub-national levels
- g. Prepare and submit an end-of-mission report to document the whole assignment including lessons learned, challenges, and recommendation for future work.

This consultancy is anticipated to help participants to enhance their knowledge and capacity in:

- Definitions and concepts of signs of complicated procedures, importance and goals of procedures, work flow techniques in offices
- Concept and importance of work simplification and simplifying procedures and recommending changes
- Simplification of office paperwork and work simplification supporting tools
- Stages of work simplification and the use of flow charts in simplification of procedures and preparing and analyzing flow charts
- Preparing and analyzing a work distribution chart and re-allocation of workload and redistribution of jobs
- Design organizational charts and the link between charts, procedures and policies

### **3. Methodology**

The assignment shall be implemented by an international consultant with support provided by IPSM-UNDP team in different locations inside and outside Iraq, as specified in section no. 9 "Travel" below. An Arabic Guidelines on Simplification of Work Systems, Procedures and Service Delivery Models, will be first drafted by the consultant and finalized in consideration with IPSM-UNDP team's comments and feedback.

This shall be followed by conducting series of five-day capacity development workshops outside and inside Iraq on simplification of work systems, procedures and service delivery.

The consultant shall then conduct visits to Baghdad, Erbil, Sulaimania, Basra, Diwania, Najaf and Karbala to (1) provide the local staff with the knowledge and the know-how on the simplification-related issues at their work premises, whenever possible, (2) facilitate round-table discussions to finalize the guidelines manual on simplification of systems, procedures and services, and (3) conduct orientation workshops on simplifications of works systems, procedures and service delivery.

#### 4. Deliverables and outputs:

The Consultant will be responsible for producing the below deliverables. These deliverables are changeable subject to UNDP approval, in case unexpected incidents take place in the project, such as delay of the project or change of project scope, due to reasons uncontrollable by the Consultant.

Deliverables	Output	Location/ Number of Working Days	Target Date	Payment % (US\$)
1. Develop Guidelines in Arabic language on Simplification of Work Systems, Procedures and Service Delivery Models. The Guidelines will tackle this topic based on the consultant's experience in the field while guided by the international best practices and in consideration of IPSM-UNDP team's comments and feedback. The development of the Guidelines shall be guided by the format found in section no. 8 "Reporting".	- Simplification Guidelines , is submitted in Arabic language and approve by IPSM-UNDP team	Home Based: [10 Working Days] <b>TTL = 10 Working Days</b>	15 Nov, 2015	6%
2. Develop an Arabic language training toolkit on Simplification of Work Systems, Procedures and Service Delivery Models. This will include but will not be limited to: PPTs, practical exercises, workshop agenda, reading and reference material, case studies, etc.	- Arabic Training Toolkit developed and submitted to IPSM Team for endorsement	Home Based: [7 Working Days] <b>TTL = 7 Working Days</b>	30 Nov, 2016	4%
3. Print and deliver workshop materials to not less than 25 participants of each workshop. The format of printing materials should conform with the details found in section 8 "Reporting" in the present document	- Printing materials are delivered to the participants during the workshop	Home Based: [6 Working Days] <b>TTL = 6 Working Days</b>	05 Dec, 2016	4%
4. Support service delivery units from seven public sector institutions and governorates including Baghdad and Erbil to simplify at least three work systems, procedures or service delivery for each targeted unit during the conducted five-day training workshops. This shall include supporting those unites to identify their services for simplification before conducting respective workshop and provide coaching to the participants to apply their acquired knowledge and developed skills during the workshop to simplify the identified services.	- Thirty (30) work systems, procedures or service delivery models identified and simplified	Home Based: [15 Working Days] <b>TTL = 15 Working Days</b>	25 Jan, 2017	9%
5. Deliver six five-day training workshops in Iraq and outside on Simplification of Work Systems, Procedures and Service Delivery Models. The design and implementation of the training workshops should be based on the fundamentals of adult learning, where peer and experiential learning combined with high degree of participates' involvement took place	- Six training workshops are delivered - Workshop agenda is provided - End-of-workshop evaluation performed by the participants and findings included in the end-of-workshop report	Home Based: [12 Working Days] Filed: Dubai, UAE: [25 Working Days] Filed: Erbil/ Iraq: [5 Working Days] <b>TTL = 42 Working Days</b>	15 Feb, 2017	34%

First Instalment 23%

Second Instalment 34%

Deliverables	Output	Location/ Number of Working Days	Target Date	Payment % (US\$)	
6. Review the identified services for simplification after conducting respective workshop and before the commencement of site visits in Iraq.	- Thirty (30) work systems, procedures or service delivery models reviewed	Home Based: [15 Working Days] <b>TTL = 15 Working Days</b>	Jun, 2017	9%	Third Instalment 9%
7. Conduct seven follow-up field visits to the targeted Ministries and Governorates to: <b>a.</b> Provide the targeted public sector institution with the knowledge and the know-how on the simplification-related issues at their work premises, <b>b.</b> Facilitate round-table discussions to finalize the Guidelines on Simplification of Work Systems, Procedures and Services Delivery Models, and <b>c.</b> Conduct seven two-hour orientation seminar on Simplifications of work Systems, procedures and service delivery Models	- Seven field visits are conducted - Seven field mission reports are provided and supported by photos - Seven round-table discussions are carried out to finalize the simplification guidelines - Seven two-hour orientation seminars are conducted	Filed: Iraq: [30 Working Days] As follows: - Baghdad = 6 days - Najaf = 2 days - Karbala = 5 days - Basra = 5 days - Diwania = 2 days - Erbil = 10 days - Sulaimania = 5 days <b>TTL = 30 Working Days</b>	Aug, 2017	27%	Fourth Instalment 27%
8. Re-visit the simplification guidelines to reflect lessons learned, recommendations stemming from implemented workshops and fields visits, and also include examples from simplified services	- Revised Simplification Guidelines, submitted and accepted by IPSM Team	Home Based: [4 Working Days] <b>TTL = 4 Working Days</b>	Dec, 2017	2%	Fifth Instalment 7%
9. Support the establishment of Simplification Units (teams) within targeted Public Sector Institutions, including drafting detailed ToRs, job description, capacity development plan, workplan, etc.	- Detailed ToRs for the Simplification Units (teams) including job description, capacity development plan, workplan, etc.,	Home Based: [5 Working Days] <b>TTL = 5 Working Days</b>	Dec, 2017	3%	
10. Prepare and submit an end-of-mission report to document the activities implementation, achievement of results, shortfalls, challenges, lessons learned, and recommendations. The report should be in English language and have to follow the format mentioned in section no. 8 “Reporting”.	- End-of-mission report is submitted and approved by IPSM-UNDP team	Home Based: [3 Working Days] <b>TTL = 3 Working Days</b>	Dec, 2017	2%	
<b>TOTAL:</b>				100%	

**Note:** Please note that working days in each duty station are different from the actual residency days in the same location. Please refer to travel plan section for further information.

## **5. Responsibilities of the Consultant:**

Under the leadership and direct guidance of IPSM-UNDP team, the consultant will be required to undertake the following actions/responsibilities to achieve the mentioned deliverables in section 4 of this document:

- Prepare for his/her travel arrangements including air ticketing, accommodation, airport transport and road transport. UNDP has no responsibility whatsoever in any arrangements related to that, as this shall be full responsibility of the consultant. UNDP may support airport transport and road transport in Iraq, but this is subject to availability of such support that needs to be verified on case by case basis and well in advance before the travel and need for transport
- Arrange for and take required actions to obtain multi entry VISA to Iraq and to other countries, as required and advised by IPSM-UNDP team, to conduct field visits in Iraq as well as the training workshops outside Iraq. UNDP has no responsibility whatsoever in any arrangements related to that, as this shall be full responsibility of the consultant. However; UNDP shall provide supporting letters, as needed
- Prepare and deliver training material for the implemented workshops. The consultant shall be fully responsible for delivering the workshop material to participants during the training workshops. The printed materials have to be ready one week before the start date of each workshop in order to have adequate time to print them. He/she shall be responsible for transporting the materials from his/her home-based duty station to the UNDP via Email.
- Ensure during the implementation of the training workshops that a daily attendance sheet of the participants is duly signed by them on a daily basis and submit this sheet along with the mission report at the end of the workshop and related invoice for payment. IPSM-UNDP team may support the consultant in providing the list of names of the participants for each workshop
- Provide any presentation, training material and stationaries required for the training workshop.
- UNDP shall provide basic stationary materials to the participants as well as flipcharts and markers as required.
- Liaise, interact, collaborate and meet with the counterparts of target departments and guided by IPSM-UNDP team
- Coordinate with governmental officials (counterparts) and focal points of concerned departments under the guidance of IPSM-UNDP team, to perform deliverable no. 4 and 6. IPSM-UNDP team may support this coordination, but it is sole responsibility of the consultant

## **6. Time and Method of payment:**

- Payment shall be provided upon satisfactory completion of the deliverables outlined in the table above. Payment requests submitted by the Consultant must be certified by the supervisor(s) specified below
- Payments are to be made within 30 days from receipt of invoice.
- For each payment a certification of payment needs to be signed and approved by the direct supervisor attached to it explaining the accomplishment of the tasks.

## **7. Key Performance Indicators during implementation of Services:**

Overall, the Consultant's performance will be evaluated based on the following key criteria:

- Planning and Organizing skill: Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.
- Communication skill: Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.
- Client Orientation skill: Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; Establishes and maintains productive

partnerships with clients by gaining their trust and respect; Meets time line for delivery of product or services to client.

- Quality of deliveries: Professional skill required for delivering outputs will be assessed.
- Satisfactory and timely completion of tasks and submission of the deliverables within the provision of above explained deliverables and outputs.

Upon signing of the contract, a detailed work plan will be prepared by the experts with activities, outputs and performance indicators and to be agreed with the supervisor as implementation follow ups and performance yardsticks.

## 8. Reporting:

- The Consultant will report directly to Iraq-Public Sector Modernization (I-PSM) Project Manager.
- Reports to submit the following reports that have to be made all in **Times New Roman, 10 font size**:

Report/document	Language	No. of pages	More details
1. Guidelines on Simplification of Work Systems, Procedures and Service Delivery Models	Arabic	Less than 80 pages	The Guidelines needs to tackle this topic based on the consultant's experience and best practices worldwide in consideration with IPSM-UNDP team's comments and feedback. It has to be revised and finalized after conducting the field visits in Iraq to reflect the lessons learned, and recommendations to reflect the experience of simplification of work systems in the Iraqi context.
2. Preparing and transferring material of training workshops	Arabic	As designed by the consultant	Font size and type are made as per the consultant's preference and his/her requirements
3. Daily attendance sheet of workshops	Arabic	Less than 4 pages	I-PSM/UNDP team shall send the sheet to the consultant, so that he/she shares, collects daily attendance during the workshops and send the completed sheets back to the team along with the brief workshop report
4. Brief report on training workshop	English	Less than 3 pages	Must be submitted at the end of each workshop to briefly tell the story of the workshop, key observations, recommendations and future actions whenever applicable. Support the report with at least five photos from group works and discussion sessions during the workshop
5. Field mission report	English	Less than 4 pages	Must be submitted at the end of each mission and has to present the following sections: <ul style="list-style-type: none"> <li>- Mission title and duration</li> <li>- Background and mission's objective</li> <li>- Mission details (activities, outputs and findings)</li> <li>- Key counterparts met</li> <li>- Conclusion and recommendations</li> </ul>
6. Payment invoice	English	1 – 2 pages	Must be submitted at the end of completion of each assignment (workshop, field mission or home-based task) duly signed by the consultant and has to include: <ul style="list-style-type: none"> <li>- Invoice date and number</li> <li>- Name of consultant</li> <li>- Number of contract</li> <li>- Tabular information showing accomplished work(s), under which deliverable(s), location(s) of accomplished work, respective amount in USD for each accomplished work with total amount at the end of the table</li> </ul>

Report/document	Language	No. of pages	More details
7. Certification of payment	English	One page	Must be certified by the supervisor and submitted along with the payment invoice. The format shall be shared with the consultant by the I-PSM/UNDP team
8. Monthly time sheet	English	One page	Must be provided along with the payment invoice. The format shall be shared with the consultant by the I-PSM/UNDP team
9. F10 claim and DSA calculation sheet	English	Less than 4 pages	Must be provided and duly signed by the consultant along with the payment invoice, in case of travel. The format shall be shared with the consultant by the I-PSM/UNDP team. The F10 claim must be provided with copy of boarding pass and air ticket receipt, if applicable
10. End-of-mission report	English	less than 20 pages	document the whole assignment including methodology, lessons learned, challenges and recommendation for future actions

## 9. Travel Plan:

#	Country / City	No of Travels	Working Days	Calendar Days
1	Erbil	2	5 Working Days per Trip Total of 10 Working Days	5 Calendar Days/ Nights in Erbil for *SSAFE Training 6 Calendar Days/ Nights in Erbil per Trip/mission 12 Calendar Days/ Nights in Erbil for all the trips/ missions TTL of 17 Nights/ Days
2	Baghdad	1	6	7
3	Najaf	1	2	3
4	Karbala	1	5	6
5	Basra	1	5	6
6	Diwania	1	2	3
7	Sulaimania	1	5	6
8	Outside Iraq (Dubai, UAE)	5	5 Working Days per Trip Total of 25 Working Days	6 Calendar Days/ Nights in Dubai per Trip/mission 30 Calendar Days/ Nights in Dubai for all the trips/ missions
<b>Working Days Travel Plan</b>		<b>13 Trips/ Missions</b>	<b>60 Working Days</b>	<b>78 Calendar Days [Including SSAFE Training]</b>
Home Base			<b>77 Working Days</b>	<b>N/A</b>
<b>Total Assignment</b>			<b>137 Working Days</b>	<b>78 Calendar Days in Field/ Duty Stations</b>

\*To attend the SSAFE training.

In case if the consultant has a valid SSAFE certificate, the Training is not required.

## **10. Time Line:**

- The consultancy will be based in Home Base and travel to Iraq and other location for a total of 137 Working days over a period of 15 Months to start by Late Oct 2016 till end of Dec 2017.
- Consultancy May include travel to other locations inside Iraq or to other countries as needed/ requested by the Programme Manager and upon approval of UNDP Iraq office.

## **11. Competencies:**

### **Corporate Competencies:**

- Demonstrates commitment to the UN's values and ethical standards;
- Promotes the mission, vision and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and with impartiality.

### **Functional Competencies:**

- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to work under pressure and to meet deadlines;
- Demonstrates excellent oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.

### **Professionalism:**

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; Shows persistence when faced with difficult problems or challenges; Remains calm in stressful situations.

### **Communication:**

- Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.

### **Planning and Organizing:**

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.

### **Client Orientation:**

- Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; Establishes and maintains productive partnerships with clients by gaining their trust and respect; Meets time line for delivery of product or services to client.

### **Teamwork:**

- Works collaboratively with colleagues to achieve organisational goals; Builds consensus for task purpose and direction with team members; Supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

### **Technological awareness:**

- Keeps abreast of available technology; actively seeks to apply technology to appropriate tasks; Shows willingness to learn new technology.



## **12. Facilities:**

- a) Office Facility:
  - UNDP will provide an appropriate office only when the consultant is in the UNDP offices in International Zone/ Baghdad, Erbil or Basra - Iraq.
  - UNDP will provide invitation/support letters to facilitate VISA issuance to the consultant to Iraq and other countries as required.
  - UNDP will provide Airport transport in Baghdad, Basra and Erbil through UNDP or UNAMI fleets.
  - UNDP will provide logistic arrangements for training workshops that includes venue booking, sound systems, data show and screen, refreshment breaks and so on
  - The consultant is expected to bring his/her laptop with him/her.
  - Consultant is expected to come well-equipped with his/her own technological solutions (i.e. roaming mobile, personal email address).
- b) Office Supplies and Printing Facilities: UNDP will provide office supplies and printer facilities only when the consultant is in the UNDP offices in International Zone/ Baghdad, Erbil or Basra - Iraq.
- c) Communication Facilities: UNDP will provide access to internet during consultant presence in Baghdad [UN Compound/ Mission] through this assignment.

## **13. Constrains**

The following constrains have to be considered by the consultant, while implementing this assignment:

- IPSM-UNDP team is not expected to attend each training workshop or round table discussion, in which case, the consultant is expected to lead such event from A to Z. The team shall attend the opening/closing sessions in some cases
- Daily missions shall be made to Karbala, Najaf and Diwania, as the consultant has to overnight in Baghdad, Basra, Erbil or Sulaimania only. It shall be linked with obtaining security clearance to conduct such missions in advance

## **14. Qualifications and Requirements:**

### **A. Education:**

- Academic degree:  
Master degree or Equivalent in Economics/ Public Administration/ Development Policy and Planning/ Public finance or related disciplines.

### **B. Work Experience:**

- Minimum of 5 years of proven experience in organizational development aspects such as institutional development, management, and advocacy with organizations at regional and national levels
- Proven experience in process re-engineering design principles, process life cycle and workflow based systems and interactive services;
- Proven experience in training design, materials development and implementation for achievement of capacity building program objectives;
- Experience in formal and non-formal education training and workshop facilitation and capacity building activities in developing countries and countries in transition;
- Understanding of perspectives of both service providers, recipients of services and businesses in the public sector;
- Experience in transition countries. Knowledge of Iraqi context is highly recommended;

- Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
- Prior experience of working in Iraq is highly desirable.
- Good analytical and problem-solving skills and the related ability to adaptively manage with prompt action on the conclusions and recommendations coming out of the project's regular monitoring and self-assessment activities;
- Experience of working at the policy level/strategic level and demonstrated ability to influence policy makers.
- Excellent reporting and writing skills.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

**C. Language:**

- Fluency in English language is a Must.
- Fluency in Arabic language is a Must.

**The Consultant should provide documented examples from previous assignments of proposed personnel related to deliverables in this Terms of Reference;**

**15. Documents to be included when submitting the Proposal:**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest.

**A. Technical Proposal: (which will include the following):**

- Signed **Template Confirmation of Interest and Submission of Financial Proposal –Annex 1 attached.**
- A **letter** explaining why he/she considers him/herself the most suitable candidate for the work.
- **Personal CV** including past experience in similar projects and **at least 3 references**.
- **UN P11 Form** ("CV Form") – ***Annex 2 attached***. UNDP-Iraq reserves the right to disqualify any submissions that have omitted this form.
- A language assessment will be conducted [if needed] for the purpose of verifying influence in English;
- **Sample reports** of previous work in English.
- A brief **Methodology** on how the candidate will approach and conduct the work.

(The expert is asked in his/her offer submission in the methodologies section to bring the description of the above mentioned points in **3. Scope of Work and Expected Outputs**.)

**B. Financial proposal:**

The financial proposal will specify a total lump sum amount and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

Financial Proposal Form, providing a breakdown of this lump sum amount (including travel, per diems) is to be provided by the offeror – ***Annex 3 attached***

***Important note: the consultant is required to specify the daily fee in his proposal.***

**C. Travel:**

All envisaged travel must be included in the financial proposal. This includes all travel to join duty station/ repatriation travel. In general, UNDP does 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 his or her own resources.

Furthermore, Individual Consultant who is at the duty station at the time of hire is ineligible for travel to join, and who remain at the duty station after contract completion is ineligible for repatriation travel

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.

## 16. Selection Criteria:

The award of contract will be made to one individual consultant whose offer has been evaluated and determined as being:

- Responsive/compliant/acceptable, and
- Achieving the highest combined score (financial and technical).

Minimum requirements: *(Please see Annex 4). This will be part of the technical proposal.*

- Master degree or Equivalent in Economics/ Public Administration/ Development Policy and Planning/ Public finance or related disciplines.
- Minimum of 5 years of proven experience in organizational development aspects such as institutional development, management, and advocacy with organizations at regional and national levels
- Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
- Willingness to obtain the required security courses as applicable through the website;
- Subject to security requirement, consultant must pass the Safe and Secure Approaches in Field Environments (SSAFE); in case if any travel is required to Iraq.
- The Basic Security in the Field II and Advanced Security training (Online Training) should be completed before any travel take place.
- Failing the (SSAFE) training, it will be a cause to terminate the contract.
- Willingness to undergo a medical exam. This applies only for consultant of 62 years of age and above where a full medical exam will be required from a UN certified doctor if selected for award of contract.
- Ability and desire to work inside Iraq.
- Acceptance of IC General Terms and Conditions

Only candidates obtaining a minimum of 70 points will be considered for the Financial Evaluation.

Criteria		Max. Point 100	Weight
Technical	<b>Criteria A: relevance and responsiveness of candidate's past experience, Qualification based on submitted documents:</b> <ul style="list-style-type: none"> <li>Master degree or Equivalent in Economics/ Public Administration/ Development Policy and Planning/ Public finance or related disciplines <b>(10 points)</b></li> <li>Minimum of 5 years of proven experience in organizational development aspects such as institutional development, management, and advocacy with organizations at International, regional and national levels <b>(10 points)</b></li> <li>Proven experience in process/ system re-engineering design principles, process life cycle and workflow based systems and interactive services <b>(35 points)</b></li> <li>Experience in design, delivery and facilitation of capacity building programs in developing countries and countries in transition <b>(10 points)</b></li> <li>Experience of working with government institutions in post conflict settings, in providing strategic guidance and technical advice; preferable in Iraq or similar context; <b>(5 points)</b></li> </ul>	70 Points	70%

Criteria		Max. Point 100	Weight
	<b>Criteria B: relevance and responsiveness of candidate’s approach, technical proposal and submitted work plan and Methodologies:</b> <ul style="list-style-type: none"><li>Time plan, methodology on how the consultant will conduct the required tasks. To be submitted in English. <b>(15 points)</b></li><li>Fluency in English-Written/ Spoken. Supported by sample of reports. <b>(5 points)</b></li><li>Fluency in Arabic-Written/ Spoken. Supported by sample of reports. <b>(5 points)</b></li><li>Extensive experience in writing analytical research reports/ project reports/consultancy reports, Supported by samples of reports; <b>(5 points)</b></li></ul>	<b>30 Points</b>	
<b>Financial</b>	<b><u>Lowest Offer / Offer*100</u></b>		<b>30%</b>
<b>Total Score = (Technical Score * 0.7 + Financial Score * 0.3)</b>			

<b>Weight Per Technical Competence</b>	
5 (outstanding): 96% - 100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence.
4 (Very good): 86% - 95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence.
3 (Good): 76% - 85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence.
2 (Satisfactory): 70% - 75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence.
1 (Weak): Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence.

#### **Annexes:**

**Annex 1 – Template Confirmation of Interest and Submission of Financial Proposal.**

**Annex 2 – CV Form.**

**Annex 3 – Price Schedule Sheet.**

**Annex 4 – Minimum Requirements Checklist.**

**Annex 5 – Individual Consultant General Terms and Conditions.**