



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

### IRQ10-IC-012/17 - Organizational Efficiency and Management Specialist

Date: 30 January 2017

---

**Country:** Iraq

**Description of the assignment:** Provision of Consultancy Services as Organizational Efficiency and Management Specialist

**Project name:** Crisis Response and Resilience Programme (ICRRP)

**Period of assignment/services (if applicable):** 6 months with possibility for extension

**Duty station:** Erbil with possible travel to other locations in the Kurdistan Region

Proposal should be submitted at the following email address: [IC1.undp.iq@undp.org](mailto:IC1.undp.iq@undp.org) **no later than 13 February 2017, 14:00 pm**

Any request for clarification must be sent in writing, or by standard electronic communication to the following address: [dolores.maitim@undp.org](mailto:dolores.maitim@undp.org). The UNDP Iraq will respond by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

---

## 1. BACKGROUND

The Crisis Response and Resilience Programme (ICRRP) of the United Nations Development Programme (UNDP) aims to build the resilience of the communities that are most affected by displacement of refugees and internally displaced Iraqis.

Component one of the ICRRP is focused on supporting the Government of Iraq (GoI) and the Kurdistan Regional Government (KRG) in enhancing their institutional and technical capacities in crisis response coordination and progressively building national systems and frameworks for effective disaster and crisis management. UNDP's support to the GoI and KRG constitutes an investment in the important national

agenda to solidify the regulatory, institutional and administrative arrangements for holistic and effective disaster risk reduction, effective societal preparedness, timely and efficient response to emergencies and rapid recovery in the aftermath of a disaster. UNDP's support to the KRG is channeled primarily through the Joint Crisis Coordination Centre (JCC) and its offices in the three governorates of Erbil, Duhok and Slemani (Suleymanieh).

The JCC was established in September 2014 and officially launched in May 2015. It is established through order #5719, – September 2014 and the mandate (No 1, of 2015) of the KRG Council of Ministers. The head office is a directorate general within the Ministry of Interior and headed by a Director General under the direct supervision of the Minister of Interior. The governorate offices are directorates within the offices of their respective Governors. These offices have an administrative line of reporting to the governors and a dotted technical reporting line to the JCC head office.

The network of JCC offices are formally mandated to coordinate all matters related to crisis management and response in the Kurdistan Region. The head office focuses on strategic matters while the governorate offices are mandated to coordinate and support operational management and response to crises.

Responding to a request from the JCC, UNDP is seeking to commission a specialist to help the JCC Head Office in strengthening organizational efficiency and the capacity of the four JCC Directors.

## **2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

The Specialist will be imbedded into the JCC Head Office and report to the UNDP Crisis Response Specialist and the JCC Director General. The Specialist is responsible for building the capacities of the JCC Directors in planning, results-based management and team management. The aim of this assignment is to build the management skills and capacities of the JCC Directors in order to enable them to fully and successfully assume all their managerial duties and maximize the performance of their respective directorates. The Specialist is expected to assume a range of tasks and responsibilities focused on in-house training and mentorship to the relevant directors. This assignment is focused on introducing adequate tools, mechanisms, work flows and processes for organizational planning, results-based management and team management. More specifically, the Specialist shall assume the following duties and responsibilities:

- Review the current working processes and practices of the JCC Directors to identify both strengths and weaknesses from an efficiency and quality point of view;
- Assess the management skills and knowledge of the Directors to establish a baseline;
- Develop a capacity-building plan for addressing critical management capacity gaps including manager skills and knowledge and organizational planning and management processes and practices;
- Develop an in-house training and mentorship program and deliver it with a focus on measuring progress and outcomes against the baseline;
- Develop tools and mechanisms to improve the JCMC management processes and practices;
- Other related tasks as per need.

For detailed information, please refer to Annex 1 – Terms of Reference

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

An advanced university degree in a relevant field of study such as Public Administration, Program Management, Organizational Planning and Management, Business Administration and other similar fields of study.

#### **Work experience:**

- Minimum seven (7) years of professional experience in a relevant field with an emphasis on planning and management, institutional development, team management, and other similar fields of work;
- Past experience in system building and institutional development;
- Past experience from Iraq and the Kurdistan Region is a strong asset;
- Past experience working within or with government institutions with a focus on enhancing organizational effectiveness and efficiency;
- Extensive knowledge of organizational planning, management and administration systems, tools and procedures;
- Experience in training and capacity building;

#### **Skills:**

- Fluency in English with Kurdish being a strong asset;
- Strong analytical skills and capacities;
- Strong information technology skills;
- Strong verbal and written communication skills;
- Strong skills in developing and delivering trainings and presentations;
- Strong interpersonal skills;
- Has the ability to independently plan and execute assigned tasks and duties.

#### **Competencies**

- Fully abide by the KRG-JCC's policies, laws and regulations etc.
- Demonstrates a strong work ethic and professional integrity;
- Promotes the aim and objectives of UNDP in general and the project in particular considering the development priorities of the JCC;
- Is respectful of the mandates and roles of different partners, particularly the JCC and is able to build and sustain productive and mutually beneficial partnerships;
- Displays gender, religion, ethnic, age and cultural sensitivity and adaptability;
- Consistently approaches work with energy and a positive, constructive attitude;
- Is a team player with strong sense of initiative and responsibility;
- Safeguards and serves the principles of accountability and transparency;
- Is able to navigate and produce results within a complex and challenging environment.

### 4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested professionals are invited to submit their bid consisting of a financial and technical proposal for completion of this assignment. The technical proposal shall include:

- a) Annex 3 - Offeror's Letter to UNDP Confirming Interest and Availability for the Individual Contractor (IC) Assignment

- b) CV of the applicant (please refer to Annex 4 for the P-11 template);
- c) A description of approach and methodology for completion of the assignment;
- d) An indicative work plan placing the planned activities of point (b) above along a time-line;
- e) Any other information that the applicant finds relevant.

## 5. FINANCIAL PROPOSAL

The financial proposal (**refer to Annex 5 for the Template**) shall indicate the total amount required for covering all aspects of the assignment broken down into the following categories:

- Professional fees presented as daily, weekly or monthly units. The consultant is expected to work estimated 22 days per month;
- Expenses including living cost; travel to and from and between duty stations; communication; transportation; other.

### **Travel:**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. 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.

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

The full contracted amount will be disbursed as per the below payment plan unless otherwise agreed between UNDP and the consultant.

Payment	Description	Time Frame	% of full contract amount
Output/deliverable 1	Baseline assessment of JCC management processes and practices and management skills and capacities of the Directors	Within 3 weeks from start of assignment	15%
Output/deliverable 2	Training and mentorship plan for strengthened management capacity developed and agreed with JCC and UNDP	1 month after start	10%
Output/deliverable 3	Monthly progress reports with a focus on progress against baseline.	Monthly starting from the start date of implementation	15% against each monthly report. Total 5*15%=75%
Total			100%

## 6. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

The following criteria shall serve as basis for evaluating offers:

- 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 with a maximum of 30%.

- Only candidates obtaining a minimum of 70% points in the technical evaluation will be considered for financial evaluation.

**Note: In addition to the desk review of the CV and technical proposal, an interview might be held with the shortlisted candidates.**

**Technical Criteria Weight**

Evaluation Grid		Weight	Total Obtainable Marks
• <b>Technical Evaluation Criteria</b>		<b>70%</b>	<b>700</b>
<b>Criteria A: Work Experience</b>	Minimum seven (7) years of professional experience in a relevant field with an emphasis on planning and management, institutional development, team management, and other similar fields of work;	<b>40%</b>	<b>400</b>
	Past experience in system building and institutional development;		
	Past experience from Iraq and the Kurdistan Region is a strong asset;		
	Past experience working within or with government institutions with a focus on enhancing organizational effectiveness and efficiency;		
	Experience in training and capacity building		
<b>Criteria B: Language</b>	Full fluency in English is required and Kurdish is a strong asset	<b>20%</b>	<b>200</b>
<b>Criteria C: Education</b>	Advanced university degree in a relevant field of study with preference given to organizational planning and management, administrative management, business administration and similar fields of study	<b>10%</b>	<b>100</b>
<b>Sub-Total (A)</b>		<b>70%</b>	<b>700</b>
• <b>Financial Evaluation Criteria</b>		<b>30%</b>	<b>300</b>
• Financial Proposal (Please refer to the Breakdown of Costs Template (Annex 4) for detailed preparation of financial proposal)			
<b>SUB TOTAL (B)</b>		<b>30%</b>	<b>300</b>
<b>GRAND TOTAL (A+B)</b>		<b>100%</b>	<b>1000</b>

**ANNEXES**

**ANNEX 1- Terms of Reference (TOR)**

**ANNEX 2- Individual Consultant General Terms and Conditions**

**ANNEX 3 - Offeror's Letter to UNDP Confirming Interest and Availability for the Individual Contractor (IC) Assignment**

**ANNEX 4 – Personal History Form (P11) Template**

**ANNEX 5 - Financial Proposal**