

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE



**DATE: 14 April 2021**

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Country: Cairo, Egypt

Description of Assignment: International Consultant

**Capacity Development in Strategic Foresight**

Project name: Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Egypt

Period of assignment/services (if applicable): 45 days

Proposal should be submitted at the following email address to [procurementnotice.egypt@undp.org](mailto:procurementnotice.egypt@undp.org) no later than April 28, 2021, 16:00 Cairo local time.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. *The procurement unit* will respond in writing or 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.

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### 1. BACKGROUND

Egypt, like many other countries was hit by the COVID-19 crisis, causing severe impact on the socioeconomic situation. The crisis interrupted a remarkable improvement in Egypt's economic performance following the implementation of recent stabilization and reform efforts supported by the International Monetary Fund (IMF). As an immediate response to the crisis and in order to prevent the pandemic from spreading rapidly across the whole of society, the Government of Egypt (GoE) took urgent measures to resolve risks and impacts of COVID-19.

While the crisis imposes many challenges, it also presents a unique opportunity to re-evaluate traditional business modalities, and explore more sustainable, inclusive, and thus more resilient frameworks, moving forward. For example, an opportunity exists to build on Egypt's remarkable progress in recent years in expanding digitalization of services, transactions, payments and marketing, with economic recovery of MSMEs hinging in many ways on a rapid and successful digital transition.

The next phase of UNDP's COVID-19 crisis response is designed to help decision-makers look beyond recovery, towards 2030, making choices and managing complexity and uncertainty in four main

areas: governance, social protection, green economy, and digital disruption. Governments and societies face unprecedented policy, regulatory and fiscal choices as they act to save lives and set a course for a sustainable future. The choices made today, if made well, could be the tipping points that transform our societies and our planet for the better. UNDP has identified seven such tipping points offer a pathway beyond recovery, towards 2030 – to turn the greatest reversal of human development into an historic leap forward, with the Sustainable Development Goals as the compass.

Strategic foresight has been pushed to the heart of government policy making post COVID-19, due to its importance in supporting governments in making strategic choices and in designing better policy alternatives in rapidly changing contexts. Covid-19 has certainly created many challenges, but it has also opened up a space to think differently and imagine alternative possibilities for the future.

Getting ahead of the next phase of the COVID crisis mandates increasing dependence on forward-looking intelligence, scenario building, and identification of options and alternatives that span multiple horizons (both immediate, short, medium and into the next normal) to stay ahead of uncertainty. It also mandates increasing dependence on the capacities of a “plan ahead” team that are capable of developing the scenarios, recommendations, policy alternatives and tipping points that support policy makers make the best fit decisions.

The Ministry of Planning and Economic Development (MoPED) plays a pivotal role in supporting the GoE to build back better and take the needed policy decisions in light of the uncertainty imposed by COVID-19. Accordingly, the UNDP is seeking to support MoPED in capacitating a team of senior officials to operate as a plan ahead team, and to provide the needed decision-making support using novel foresight methods that can be easily replicated across different sectors or policy issues.

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

The Foresight Expert (and/or company) will support MoPED in using futures thinking and foresight tools to deliver scenarios, recommendations for action, and clear tipping points that support decision making at all levels. This includes designing and conducting brainstorming sessions; providing quality assurance to analytical processes; and facilitation of foresight exercises and scenario building on selected policy issues. Advice on the possible capacities needed to form a plan ahead team in MoPED should also be included as part of this assignment.

- (i) Institutional capacity development/support (if needed, with potential of realigning according to mandate of the new Modelling and Forecasting unit in MoPED)**
  - Propose a structure of the plan ahead and foresight team, identifying roles and responsibilities, and required set of skills.
  - Develop a capacity building and training plan to qualify the team including possible trainings on theory of multiple futures and their development; foresight methods such as horizon scanning and scenario planning; using foresight to look ahead, challenge assumptions, and draw out implications for policy and strategy. This should ideally based on a brief situation analysis by interviewing a number of senior officials at MoPED.
- (ii) Futures Capability Building: Professional Training of selected senior officials on Futures Literacy**
  - Develop a training package on futures thinking skills

- Deliver basic futures literacy training and systems thinking training for up to 15 senior officials at MoPED
- Prepare a training report that outlines key learnings, recommendations and next steps.

**(iii) Strategic Foresight Exercise on a selected post COVID-19 policy issue: On the Job Training**

- Design and facilitate the organization of three virtual sessions of strategic foresight exercise with 30-50 relevant stakeholders from Egypt on specific sectors (example: agriculture, tourism, manufacturing, health) or themes ('economy') in the context of 'new normal' under Covid-19 outbreak. The design of the workshop is to be agreed in advance with UNDP and MoPED, and will involve coordination with a subject matter expert on the selected topic.
- Through the exercise, Identify and prioritize key driving forces, and develop 3-4 alternative futures Scenario Narratives to explore the cross-sectoral impact of priority areas, identify trade-offs and synergies and emphasize strategic opportunities with the support of stakeholders (this can be supported by advanced data collection and discussion with selected stakeholders).
- Prepare a brief presentation of the results of the scenarios and response measures for high level policy makers.
- Provide written inputs to a report summarizing the results of the exercise. This should be coordinated with the subject matter expert of the selected topic.

**Deliverables**

- Inception Report
- Capacity development and training plan to qualify the plan ahead and foresight team
- Training package on Futures Thinking; this should include a trainee manual, and power point slides or other template for instruction.
- Implementation of up to 5 rounds of virtual (interactive) training sessions on futures literacy
- Post-training report
- Facilitation and implementation of three virtual foresight exercises in coordination with a subject matter expert.
- Power point presentation with scenarios, policy messages and response actions.
- Final brief report on the strategic foresight on a selected post COVID policy issue including narrative scenarios, strategic direction and associated policy recommendations validated by stakeholders.

Description	Qty	Days/unit	Subtotal
Inception report	1	5	5
Capacity building and training plan to qualify the plan ahead team	1	5	5
Training module on Futures Thinking	1	5	5
Basic foresight and futures literacy training for senior officials	5	2	10
Post-training report	1	3	3
Facilitation and implementation of foresight exercises/workshops	3	3	9
Power point presentation post-workshops	1	3	3
Final report	1	5	5
<b><u>TOTAL</u></b>			<b>45</b>

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**Academic Qualifications:**

- A Master's degree or higher in the field of Social Sciences.

**Years of experience:**

- A minimum of 5 years of experience in foresight, future studies and futures modelling with relevant practical and track record of high quality publication.
- Previous experience in Egypt or the region will be considered an asset.

**Competencies:**

**Job Knowledge & Expertise:**

- Excellent facilitation skills in strategic foresight exercise and futures modeling exercises.
- Excellent organizational skills and ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships with all colleagues;
- Dependability, reliability and initiative;
- Motivated & demonstrates a capacity to pursue personal development & learning.
- Knowledge of the United Nations System and the Agenda 2030 in regard to its goals, targets and global indicators framework for the SDGs is **desirable**.

**Functional Competencies:**

- Excellent writing skills required, as demonstrated by previous research/analytical reports/policy notes on relevant topics.

**Corporate Responsibility & Teamwork:**

- Serves and promotes the vision, mission, values, and strategic goals of UN;
- Plans, prioritizes, and delivers tasks on time;
- Participates effectively in a team-based, information-sharing environment, collaborating and cooperating with others;
- Responds flexibly & positively to change through active involvement.

**Results-Orientation:**

- Plans and produces quality results to meet established goals.

**People Skills:**

- Sets clear performance goals and standards; executes responsibilities accordingly.
- Partnering & Networking:
- Seeks and applies knowledge, information, and best practices from within and outside UN.

**Innovation & Judgment:**

- Contributes creative, practical ideas and approaches to deal with challenging situations;
- Pursues own personal and professional development;
- Strives for quality client-centered services (internal/external).

**Language Requirements:**

- Proficiency in English is essential and Arabic Language is an advantage.
- Minimum proficiency with teleconferencing and online collaboration tools is essential

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

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

1. Proposal:

- (i) Explaining why they are the most suitable for the work

- (ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)
2. Financial proposal
  3. Personal CV including past experience in similar projects and at least 2 references

## 5. FINANCIAL PROPOSAL

- **Contracts based on daily fee**

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

**Travel:**

With the uncertainty related to the COVID-19 pandemic, the majority of engagements, consultations, trainings are scheduled to take place through teleconferencing.

## 6. EVALUATION

**2. Cumulative analysis**

*When using this weighted scoring method, the award of the contract should 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; 70%*

*\* Financial Criteria weight; 30%*

*Only candidates obtaining a minimum of 49 point would be considered for the Financial Evaluation*

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b><u>Technical</u></b>	<b>70</b>	
<i>Adequacy of competencies for assignment</i>	<i>40</i>	
<i>Relevant experience</i>	<i>30</i>	
<b><u>Financial</u></b>	<b>30</b>	

**Note:** The selected consultant will rely on available data and will therefore not be collecting primary data and will not be required to gather information from GoE officials.

## **ANNEX**

### **ANNEX 1- TERMS OF REFERENCES (TOR)**

#### **Individual Contract**

#### **Capacity Development in Strategic Foresight Expert**

#### **A. Project Title: Supporting an Inclusive and Multi-Sectoral Response to COVID-19 and Addressing its Socio-Economic Impact in Egypt**

#### **B. Project Description**

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## **D. Expected Outputs and Deliverables**

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<u>TOTAL</u>			45

## **E. Duration of the Work**

This assignment requires a **total of 45 working days**, till the end of the project.

## **F. Qualifications and Experience**

### **Education:**

A Master's degree or higher in the field of Social Sciences.

### **Experience:**

- A minimum of 5 years of experience in foresight, future studies and futures modelling with relevant practical and track record of high-quality publication.
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