



Empowered lives.  
Resilient nations.

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: October 6, 2021

Ref: IC-UNDP-21-040

<b>Office:</b>	<b>UNDP Libya</b>
<b>Description of the assignment:</b>	<b>Project Management &amp; Institutional Effectiveness E-learning Consultant Livelihood CSO training in Libya</b>
<b>Project name:</b>	<b>Strengthening Local capacities for Resilience and Recovery (SLCRR)</b>
<b>Reports to:</b>	<b>Project Manager</b>
<b>Type of Appointment:</b>	<b>Individual Consultant (International)</b>
<b>Duty Station:</b>	<b>Homebased</b>
<b>Duration of the contract:</b>	<b>45 workdays</b>
<b>Expected start date</b>	<b>October 27, 2021</b>

The proposal should be submitted by email to [tenders.ly@undp.org](mailto:tenders.ly@undp.org) no later than **October 20, 2021, at 15:00 hours** Tunis, Tunisia time ref. [www.greenwichmeantime.com](http://www.greenwichmeantime.com).

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail address: [procurement.ly@undp.org](mailto:procurement.ly@undp.org). UNDP Libya 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 who express their interest.

### 1. Background and overview of the assignment:

Since 2011, Libya has been plagued by violent conflict and political instability. This has devastated economic activity and even imposed obstacles to the export of oil, the government's main source of revenue. Political division has resulted in two parallel governments, further hindering a government-led recovery. This is especially crucial in the Libyan context as the majority of employment is in the public sector and the private sector is still largely crowded out by the appeal of stability in public sector work. In recent years, the country has been dealing with a cash liquidity crisis that permeates all aspects of livelihoods in Libya and complicates normal economic activity. At the same time access to cash is limited, there are many areas around the country with low banking rates and insufficient use of non-cash transaction methods. Furthermore, unemployment in recent years has ticked up, with youth and women most affected by the crisis.

UNDP's project *Strengthening Local capacities for Resilience and Recovery* (SLCRR Top-up) is funded by the EU, aiming at supporting local authorities in Libya to respond to the many conflict and human mobility induced challenges - by strengthening the local resilience and recovery mechanisms - that impact negatively citizens' access to essential services, sources of livelihoods, social cohesion, and security of communities. These will be delivered primarily in targeted municipalities through direct support by UNDP, in cooperation with CSOs, INGOs and



*Empowered lives.  
Resilient nations.*

government institutions as well as other development partners. In this exercise, the target beneficiaries are host communities, including internally displaced persons (IDPs), returnees, migrants, and refugees.

In late 2020 and early 2021, violent conflict has declined, a ceasefire has been agreed to, and political dialogue and reconciliation have been progressing. The current environment lays a foundation for a deeper recovery. While rehabilitation and improvement of public infrastructure and services is continuing, livelihood recovery and sustainable capacity development must be enhanced simultaneously to support the resilience of communities that have faced security and economic challenges for a decade.

Local grassroots organizations are often at the forefront of responding to the complex humanitarian, development, and peacebuilding challenges in Libya. Recognizing the existing economic challenges faced by individuals and communities at the local level, aggravated by the impact of Covid-19, UNDP and IOM will implement a project to improve the capacity of Libyan grassroots/civil society organizations focused on contributing to improving livelihoods, economic empowerment. The grassroots organizations in Libya often lack the organizational excellence, capacity to manage and implement complex projects, including financial and grant management, monitoring, and evaluation. The main reason for this is the young age of an active civil society in Libya, that only began in 2011.

The capacity building initiative will be executed remotely, with development of scalable e-learning modules in English/Arabic. The e-learning will run using online/offline platform's capacity, in a self-paced, engaging format, and include progress tracking and completion evaluation criteria for each learner.

The selected learning management platform will be made available to the IC to use in the design of the modern e-learning course, so to be aware of available creator functionalities. The platform allows generating SCORM files packages, alongside the full variety of content files (videos, audios, infographic, quizzes). UNDP will provide the IC with the timely support on Arabic translation for the content, including the digital products created. IC is expected to coordinate with the design contractor on producing the graphics, videos and animated materials set in the course design by the IC.

## **2. Overall Objectives**

The Project Management & Institutional Effectiveness e-Learning Consultant will be responsible for developing the course material for e-learning, in close consultation with UNDP and IOM in regards of contextual element of Project management and Institutional effectiveness learning for CSOs in Libya, liaising with the design contractor and platform host to finalize the materials in written, audio and video formats converting the package into virtual, self-paced e-learning course which can be scaled and re-used.

The content of Project management and Institutional Effectiveness e-learning course is to be minimum 20 hours long, targeting respectively a week-long full-time training with home-based or off-line exercises. The tentative modules:

- Project Cycle Management
- Proposal writing, Project Design, Theory of change
- Results-Based Management
- Monitoring and Evaluation
- Gender Mainstreaming and Community-Based Activities
- Organizational Behaviour
- Managing the Organization and Governance



*Empowered lives.  
Resilient nations.*

Each module breaks down to several learning outcomes, and expectations from learners. Each learning outcome has defined content in terms of learning activities (information, tasks, or exercises), and assessment (assignments, self-check, quizzes, etc.).

### **3. Key Deliverables, Scope of Services and Duration**

Under the overall guidance of the Project Manager and the direct supervision of the Project Output Leader for Local Economic Recovery, the Consultant is expected to deliver the following:

#### **a) Key Deliverables**

- i. Baseline analysis of learners' knowledge gaps.
- ii. Content structure of Project Management & Institutional Effectiveness course matching the expected length and baseline level of learners.
- iii. Instructional blueprint as a strategy for e-learning digital materials and learning pathway on Project Management & Institutional Effectiveness targeting grassroots CSO organizations.
- iv. Supervising the production of digital materials compatible and tested on selected e-learning platform.
- v. Supervising the e-learning course set up on selected platform and testing the final output to match the desired instructional blueprint.

#### **b) Detailed Scope of Deliverables**

- i. In consultation with UNDP and IOM, analyze the current situation in terms of target CSOs and staff learners, availability and limitations of resources, access to technology, knowledge gaps, with the purpose to determine the design and delivery of e-learning. The results of preliminary consultations with the CSOs will be provided by UNDP and IOM, and report of analysis to encapsulate the strategy for e-learning. Estimated delivery time: 3 days.
- ii. Develop the project management course content structure adjusted to nature of work of participating grassroots organizations. The content developed should be based on recognized project management frameworks such as PRINCE 2, but include elements relevant to the CSO operational models, and adjusted to a local context. The final proposed structure and competencies are to be agreed with UNDP. Estimated delivery time: 5 days.
- iii. Design the blueprint and the instructional design for each module and establish what and how to translate learning segments in videos, tutorials, screencasts, interactive modules, quizzes, etc. The blueprint will contain a set of learning outcomes and content, sequencing, instructional strategies, delivery strategy and evaluation strategies to achieve the course objectives. The blueprint will illustrate the curriculum structure including the lessons, activities, and exercises), the learning outcomes associated with each element, and the delivery methods and formats such as interactive self-paced materials, synchronous and/or asynchronous collaborative activities. The final proposed instructional blueprint to be agreed with UNDP, and design contractor/platform host. Estimated delivery time: 20 days.
- iv. With the necessary engagement of UNDP's designer test the production of digital material that are interactive, engaging, and suitable for the self-paced delivery to facilitate the grassroots organizations to achieve the specific learning outcomes. The digital contents recommended will consist of the most suitable and relevant short tutorial graphic/simulation, videos/audio, animation, and other presentation materials with provision of giving and receiving individual feedback. The instructor-learner engagement and dialogue from the traditional capacity building should be converted into autonomous learning, and effective feedback means. The activity will require participation of the consultant testing the produced media design contractor, and validation of produced materials. Estimated delivery time: 10 days in the period of 1 month.
- v. Test the e-learning course by compilation of the digital materials into the selected e-learning platform



Empowered lives.  
Resilient nations.

according to the designed instructional blueprint. Test the materials, its accessibility and level of engagement to meet the instructional blueprint and whether the produced e-learning meets the desired learning outcomes. Estimated delivery time: 7 days in the period of 2 weeks.

c) **Duration of the work**

45 workdays October 2021 till January 2022, Homebased

**4. Institutional Arrangements**

The consultant will be required to conduct the work remotely/home-based, in consultation with the UNDP and IOM, and support on translation, design and platform set up. The resulting deliverables will be confirmed and validated in the timely manner with the UNDP supervisors, and tested on quality. All eligible expenses, other than mentioned above, must be included in the consultant's technical proposal and subject to UNDP's General Conditions of Contract for the services of individual contractors.

**5. Deliverables and Timeline**

The deliverables are summarized in the table below.

Deliverables		Estimated Number of Days	Payment disbursement		Remarks
1.	Baseline analysis of learner's knowledge gaps – <i>2-page report with analysis</i>	3	60%	Not later, than 20 November, 2021	UNDP will give access to relevant parties to better understand and analyse learning environment, challenges, and limitations
2.	Content structure of Project Management course – <i>10-page Content structure report</i>	5			
3.	Instructional blueprint - <i>Report with learning objectives and methods of delivery/measurement</i>	20			
4.	Test the digital contents production with the design contractor and UNDP – <i>testing report</i>	10	40%	Not later than 20 of January 2022	UNDP will support the Consultant with branding materials required for production of digital content, graphic design, and translation services.
5.	Test the deployment of E-learning course package - with the design contractor and UNDP – <i>launch report</i>	7			UNDP will facilitate the deployment, testing, and organize relevant meetings with e-learning platform host.



*Empowered lives.  
Resilient nations.*

## **Disbursement of payments**

The contract is deliverable-based, lump sum. The payment will be disbursed in two tranches. The first tranche is upon completion of deliverables #1, #2, and #3, and the second tranche is upon completion of deliverables #4 and #5. The deliverables shall be cleared and approved by the Project Output Leader for Local Economic Recovery.

## **6. Required Qualifications and Experience**

### **Education:**

- Advanced university degree (Master's or equivalent) in International Development, Management, Communication, or relevant studies.

### **Experience:**

- A minimum of 7 years' experience in management consulting, corporate organizational trainings, mentorship or in international development capacity building roles.
- A minimum of 1 year experience with virtual learning, blended learning environment, or in development of e-learning modules.
- Proven expertise and understanding of M&E, Project Management Cycles, Result-Based Management, Proposal Writing.
- Experience in the Middle East/North Africa region or in other conflict/crisis countries is a strong advantage.
- Experience in designing digital materials, including publications & reports, or infographic videos within the scope of previous work, projects.

### **Languages:**

- Fluency and excellent analytical writing skills in English required, and knowledge of Arabic is desirable.

### **Competencies:**

#### **Corporate Competencies:**

Integrity, professionalism, and respect for diversity.

#### **Functional Competencies:**

- Ability to think conceptually and flexibly, capacity to adapt, innovate, and propose multiple options.
- A team player with good interpersonal skills
- Ability to practice courtesy and diplomacy with high rank officials.
- Time management skills.
- Enjoy sensitivity for research and academic integrity.
- Ability to work well under pressure and stressful environment
- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Creating and promoting enabling environment for open communication
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning



*Empowered lives.  
Resilient nations.*

## **Technical Competencies**

- Expertise in conducting training to organizations or facilitating capacity building with various actors, including grassroots organizations. Experience in a fragile context is an asset.
- Experience in developing and/or adjusting materials to e-learning, virtual format.
- Strong technical skills, creativity and understanding of current trends in learning/digitalization practices.
- Familiarity with resilience, stabilization, and displacement issues, in the fragile context.
- Ability to write clearly and concisely, adapting style and content to the needs of hiring organizations.
- Project Management certificates, or relevant experience in International Development or Humanitarian work is an asset.

## **7. Documents to be included When Submitting the Proposals**

Consultant shall submit the following documents:

- Personal CV or P11, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- Financial proposal in the UNDP format – Annex 3 and 3A.
- Applicants must submit a duly completed and signed Annex II Offeror's letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment.

## **8. Financial proposal**

### **Lump sum contract**

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 instalments or upon completion of the entire contract). Payments are based 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.

The Consultant will be responsible for all personal administrative expenses associated with undertaking this assignment.

### **Travel Costs**

This consultancy will be home based.

### **Evaluation**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

- Only those applications which are responsive and compliant will be evaluated.
- Offers will be evaluated according to the Combined Scoring method –where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%.



Empowered lives.  
Resilient nations.

- Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.
- The top applicant with the Highest Combined Scores and that have accepted UNDP's General Terms and Conditions will be awarded the Framework Agreements.

#### Evaluation Criteria

EVALUATION CRITERIA			
Technical evaluation (70 points).			70 POINTS
1	Advanced university degree (Master's or equivalent) in International Development, Management, Communication, or relevant studies.	05	05 Points Maximum
2	A minimum of 7 years' experience in management consulting, corporate organizational trainings, mentorship or in international development capacity building roles.	20	20 Points Maximum
3	A minimum of 1 year experience with virtual learning, blended learning environment, or in development of e-learning modules.	20	20 Points Maximum
4	Proven expertise and understanding of M&E, Project Management Cycles, Result-Based Management, Proposal Writing.	10	10 Points Maximum
5	Experience in the Middle East/North Africa region or in other conflict/crisis countries is a strong advantage.	10	10 Points Maximum
6	Experience in designing digital materials, including publications & reports within the scope of previous work, projects.	05	05 Points Maximum
Financial Evaluation			MAX 30 POINTS
<p>Candidates obtaining a minimum of 49 points over 70 points would be considered for the Financial Evaluation - 30 points</p> <p>Lowest Price will be qualified with the maximum of 30 points. Higher prices will be qualified according to the following calculation:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <math display="block">FE = \frac{LFP}{FPI} \times 30</math> </div> <p>FE= Financial Evaluation</p> <p>LFP = Lowest Financial Proposal</p> <p>FPI= Financial Proposal of bidder i</p>		30	
FINAL EVALUATION: TECHNICAL + FINANCIAL			MAX 100 POINTS



*Empowered lives.  
Resilient nations.*

**Note:**

Applications without i) financial offer, ii) P11 form and iii) Documents mentioned under Technical Proposal will NOT be considered for evaluation.

Financial proposal should be on provided format (i.e Annex 3- OFFEROR'S LETTER TO UNDP);

Firms are not eligible for this consultancy assignment (open only for national individual consultants).

Incomplete application will not be considered, it will be disqualified automatically.

Please complete the Statement of Health form and submit along with proposal

Please complete the Vendor form and submit with proposal

**Note:** While submitting your proposal via email please put the reference no. **IC-UNDP-21-040**, without reference no. proposal shall not be accepted.

ANNEX

ANNEX 1- TERMS OF REFERENCES (TOR)

ANNEX 2 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

ANNEX 3- FINANCIAL PROPOSAL TEMPLATE

Annex 4- Health Statement form

Annex 5- Vendor registration form