PROCUREMENT NOTICE
FOR THE ENGAGEMENT OF AN INDIVIDUAL CONTRACTOR SERVICES

Date: 30 January 2022

<table>
<thead>
<tr>
<th>Post Title:</th>
<th>Individual Contractor (IC) – Health Sector Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting Date:</td>
<td>Upon Contract Signature Date</td>
</tr>
<tr>
<td>Duration:</td>
<td>(60) working day(s) over a period of (6) calendar month(s)</td>
</tr>
<tr>
<td>Location:</td>
<td>Home-based assignment</td>
</tr>
<tr>
<td>Project:</td>
<td>Anti-Corruption and Integrity in the Arab Countries (ACIAC)</td>
</tr>
<tr>
<td>Requisition Number:</td>
<td>TBC</td>
</tr>
<tr>
<td>National or International consultants:</td>
<td>International Consultant</td>
</tr>
<tr>
<td>Is this a LTA (yes/no):</td>
<td>No</td>
</tr>
</tbody>
</table>

CONTEXT/BACKGROUND

The regional project on “Anti-Corruption and Integrity in Arab Countries” (ACIAC) is implemented in partnership with the Korea International Cooperation Agency (KOICA) over a four-year period from 2019 to 2023 to serve three main objectives: (1) Support the development and implementation of laws required by the UN Convention against Corruption (UNCAC); (2) Institutionalize corruption prevention methods at the level of priority government sectors to enhance their effectiveness and (3) Mobilize knowledge and capacities to contribute to the achievement of SDG 16 through support provided to the Arab Anti-Corruption and Integrity Network (ACINET). The project gives priority to 7 countries, including Egypt, Iraq, Jordan, Lebanon, Morocco, Palestine and Tunisia.

Under the second output area, ACIAC is seeking the services of a consultant to contribute to its work to promote dialogue on the nexus between anti-corruption and public administration effectiveness in specific sectors in the Arab states region. Specifically, the consultant will carry out research and write a paper on corruption and effectiveness in the health sector, as well as develop a sector-specific guide on managing corruption risks in the sector using UNDP’s existing methodology and provide and report on related strategic and policy advice.

Health is essential to sustainable development. Sustainable Development Goal (SDG) 3 aims to ensure healthy lives and promote well-being for all at all ages. Achieving universal health coverage (UHC), including decent quality essential service coverage and financial protection for all, is fundamental. At the same time, health in the SDGs goes beyond SDG 3; all SDGs influence, and are influenced by, health. Furthermore, the sector’s complexity, its multiple stakeholders and transactions and the massive resources it requires increase its vulnerability to corruption. Corruption reduces the quality of health services and products, raises their costs, limits access to them, causes waste of financial and non-financial resources, leads to poorer staffing, and aggravates inequities.
The Covid-19 pandemic has intensified drivers of corruption and weakened systems assigned to prevent, detect and sanction it. On the one hand, measures such as restrictions on mobility, loosening of regulations and bypassing regular systems have weakened some organizational structures. On the other hand, governments have injected huge financial resources into the public health sector, with limited oversight. As such, addressing corruption in health is a high priority and calls for making a greater investment in promoting integrity in the sector.

In this context, the study will contribute to a greater understanding of the corruption risks and enabling environment for anti-corruption work in health in the Arab States region, and to draw on international experience and lessons learned to recommend anti-corruption interventions that are effective for corruption reduction, considering their value added for the health sector in general, and their sustainability.

**METHODOLOGY**

The consultant will be responsible for the following three areas of work and outputs:

1. Carry out a study on corruption and efforts to address it in the health sector. The study’s outputs will be a UNDP Discussion Paper tentatively entitled ‘Corruption and the Health Sector’, 25 to 30 pages long, and a short Research Note of 5 pages with the same title. UNDP will arrange for its translation and publication as needed. Specific aspects to be addressed in this paper should include:
   1.1. *A brief review of the international literature on corruption and efforts to address it in the health sector.* This review should identify and discuss main findings in the literature regarding the nexus of corruption and the health sector, the effectiveness anti-corruption approaches in the health sector, and the wider implications for the Arab States region;
   1.2. *A short review of experiences with anti-corruption efforts in the sector in the Arab States region.* This review should include a brief discussion of the institutional/governance framework underpinning anti-corruption in the health sector and a general description of related initiatives;
   1.3. *An analysis of how and whether this institutional/governance setting provides an enabling environment for the effectiveness of the public sector; and*
   1.4. *Recommendations for preventing corruption and enhancing integrity in the sector, addressed to anti-corruption authorities, health sectoral authorities and non-governmental groups that interact with the health sector.*

2. Develop a sector-specific guide on managing corruption risks in the health sector, using UNDP’s sectoral corruption risk management methodology (SCRM) and existing guidance, both of which will be provided along with a sample guide developed by UNDP for the health sector.

3. Provide and report on related strategic and policy advice to counterparts in three countries, drawing on the knowledge products referenced above, including advice on setting up and carrying out SCRM processes.
Scope of Work, Responsibilities and Description of the Proposed Work

Under the supervision of the Chief Technical Advisor of UNDP’s regional project for Anti-Corruption and Integrity in Arab Countries, the consultant shall be responsible for undertaking the following tasks:

1. To define and prepare a methodology for the implementation of this study.
2. To organize and implement any desk research or data collection that might be required as part of this study.
3. To process and analyze the information collected during the implementation of this study.
4. To write an initial draft of the Discussion Paper and Research Note as defined in these ToR – Scope and Deliverables.
5. To discuss with the Chief Technical Advisor of UNDP and any other person or institution designated to review and supervise the work undertaken as part of this study the results presented in the first draft of the paper and research note.
6. To make any necessary changes required to complete a final version of the Discussion Paper and Research Note envisaged as part of this study, as agreed by all the parties involved in the abovementioned discussion.
7. To prepare any material required for the dissemination of the results of this study, including a PPT.
8. To participate in the dissemination activities planned as part of this study.
9. Participate in required virtual meetings, briefings and/or workshops designed to transfer the know-how on corruption, anti-corruption, and corruption risk management in sectors, as required.
10. Undertake any other task to ensure the quality and relevance of work are satisfactory.

Expected Outputs and Deliverables

<table>
<thead>
<tr>
<th>Expected Outputs and Deliverables</th>
<th>Expected No. of Working Day(s) for each deliverable</th>
<th>Targeted Due Dates</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1: Inception report with research questions, methodology and discussion paper outline.</td>
<td>Up to (5) working days from contract signature date</td>
<td>15 March 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
<tr>
<td>Deliverable 2: First draft of guide on SCRM with training materials</td>
<td>Up to (10) working days following satisfactory completion of deliverable (1)</td>
<td>05 April 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
<tr>
<td>Deliverable 3: First draft of the discussion paper and research note</td>
<td>Up to (15) working days following satisfactory completion of deliverable (2)</td>
<td>03 May 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
<tr>
<td>Deliverable 4: Guide on SCRM with training materials</td>
<td>Up to (10) working days following satisfactory completion of deliverable (3)</td>
<td>24 May 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
<tr>
<td>Deliverable 5: Discussion paper, research note and PPT</td>
<td>Up to (10) working days following satisfactory</td>
<td>14 June 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
</tbody>
</table>
Deliverable 6: Three reports on strategic and policy advice and recommendations.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Details</th>
<th>Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable (4)</td>
<td>completion of deliverable (4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliverable (5)</td>
<td>Up to (10) working days following satisfactory completion of deliverable (5)</td>
<td>05 July 2022</td>
<td>UNDP-ACIAC Chief Technical Advisor</td>
</tr>
</tbody>
</table>

INSTITUTIONAL ARRANGEMENT

- The individual is required to exhibit her or his full-time commitment with UNDP’s Regional Bureau for Arab States (RBAS);
- S/He shall perform tasks under the general guidance and the direct supervision of the Chief Technical Advisor of UNDP’s regional project for anti-corruption and integrity in Arab countries;
- The supervision will include approvals/acceptance of the outputs and deliverables as identified in the previous sections;
- The individual is required to maintain close communication with UNDP-RBAS on a regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, s/he will inform UNDP promptly so that decisions and remedial action may be taken accordingly;
- Should UNDP deem it necessary, it reserves the right to commission additional inputs, reviews or revisions, as needed to ensure the quality and relevance of the work.

DURATION OF THE WORK

The expected duration of the assignment is expected to be up to (60) working days over a period of (6) calendar months from contract signature date.

DUTY STATION

Home Based Assignment.

TRAVEL PLAN

If any unforeseen travel outside the consultant home-based city is requested by UNDP and not required by the Terms of References (ToR), such travel shall be covered by UNDP in line with applicable rules and regulations and upon prior written agreement. In such cases, the consultant shall receive living allowances not exceeding the United Nations (UN) Daily Subsistence Allowance (DSA) rate for such other location(s).

QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

I. Education:
   - Master’s degree in Social Sciences, Development, Public Policy, Public Administration, International Affairs, or any other relevant field;

II. Work experience:
   - At least 10 years of experience in promoting good governance in the health sector;
   - Proven track record of research, papers and publications related to governance of the health sector, with emphasis on anti-corruption and integrity;
   - Experience drafting recommendations for government deliberations and decision-making;
   - Demonstrated knowledge of sector and corruption in the health sector is required.

III. Language Requirements:
   - Language proficiency in both written and oral English is required. Knowledge of any other UN language, in particular Arabic, is an asset.
IV. Key Competencies:

   a) Corporate
   • Demonstrates integrity and fairness, by modeling the UN/UNDP’s values and ethical standards;

   b) Functional
   • Time management and organizational skills, with the ability to undertake multiple tasks and deliver under pressure;
   • Strong research, analytical and synthesis skills, as well as presentation and drafting skills;
   • Strong problem-solving skills, and present practical solutions to complex problems;
   • Good teamwork and interpersonal skills; and
   • Experience in reports production;
   • Ability to write in a clear and concise manner;
   • Excellent computer skills especially Word, Excel and Power Point

   c) Leadership
   • Demonstrated ability to think strategically and to provide credible leadership;

   d) Managing Complexity
   • Ability to address global development issues;

   e) Knowledge Management and Learning
   • Seeks and applies knowledge, information and best practices from within and outside of UNDP;

   f) Judgment/Decision-Making
   • Mature judgment and initiative;
   • Proven ability to provide strategic direction to the project implementation process;
   • Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve result.

SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Interested candidates should provide lump sum fees for requested services with detailed breakdown. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. Also, please note that the contract price will be Deliverables/Outputs based - not fixed - subject to change in the cost components.

The contractor will be paid an all-inclusive Deliverables/Outputs based lump sum amounts over the assignment period, subject to the submission of Certification of Payment (CoP) duly certified or an invoice and confirmation of satisfactory performance of achieved work (deliverables/outputs) in line with the schedule of payments table hereunder:

<table>
<thead>
<tr>
<th>Expected Outputs and Deliverables</th>
<th>Expected No. of Working Day(s) for each deliverable</th>
<th>Targeted Due Dates</th>
<th>Payment Schedule/Terms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deliverable 1:</strong> Inception report with research questions, methodology and discussion paper outline</td>
<td>Up to (5) working days from contract signature date</td>
<td>15 March 2022</td>
<td>Up to 50% of total contract amount following satisfactory</td>
</tr>
</tbody>
</table>
Deliverable 2: First draft of guide on SCRM with training materials

| Deliverable 2: First draft of guide on SCRM with training materials | Up to (10) working days following satisfactory completion of deliverable (1) | 05 April 2022 | delivery of Outputs 1, 2 & 3 and submission of a duly certified Certification of Payment (CoP) |

Deliverable 3: First draft of the discussion paper and research note

| Deliverable 3: First draft of the discussion paper and research note | Up to (15) working days following satisfactory completion of deliverable (2) | 03 May 2022 |

Deliverable 4: Guide on SCRM with training materials

| Deliverable 4: Guide on SCRM with training materials | Up to (10) working days following satisfactory completion of deliverable (3) | 24 May 2022 | Up to 50% of total contract amount following satisfactory delivery of Outputs 4, 5 & 6 and submission of a duly certified Certification of Payment (CoP) |

Deliverable 5: Discussion paper, research note and PPT

| Deliverable 5: Discussion paper, research note and PPT | Up to (10) working days following satisfactory completion of deliverable (4) | 14 June 2022 |

Deliverable 6: Three reports on strategic and policy advice and recommendations.

| Deliverable 6: Three reports on strategic and policy advice and recommendations. | Up to (10) working days following satisfactory completion of deliverable (5) | 05 July 2022 |

**RECOMMENDED PRESENTATION OF OFFER**

Interested individual consultants must submit the following documents under points 1-2 to demonstrate their qualifications. Candidates that fail to submit the required information will not be considered.

1) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;

2) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

3) **Financial Proposal*** Please do not submit financial proposal in this stage. Financial proposal shall be requested from Candidates who are considered technically responsive. When the financial proposal is requested it should indicates the all-inclusive Deliverables/Outputs based total contract price, supported by a breakdown of costs, as per template provided. The terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.


Interested candidates shall submit required documents to Job Advertisement Website (https://jobs.undp.org/cj_view_jobs.cfm) as one document not later than 10 February 2022.
CRITERIA FOR SELECTION OF THE BEST OFFERS

This selection criteria will follow the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria:

Individual consultants will be evaluated based on the following methodologies:

**Step I: Screening and desk review:**

Applications will be first screened and only candidates meeting the following minimum requirements will progress to the pool for shortlisting:

- **Criteria A:** Master’s degree in Social Sciences, Development, Public Policy, Public Administration, International Affairs, or any other relevant field;
- **Criteria B:** At least 10 years of experience in promoting good governance in the health sector;
- **Criteria F:** Language proficiency in both written and oral English.

**Step II: Technical Interview:**

Shortlisted candidates will undergo a technical evaluation which will include desk review and interview for shortlisted candidates as per above criteria,

Interviews will be conducted by the technical evaluation committee remotely.

**Step III: Technical Review**

**Technical evaluation Criteria max 100 points (Weighted 70):**

- **Criteria A:** Master’s degree in Social Sciences, Development, Public Policy, Public Administration, International Affairs, or any other relevant field (15 points);
- **Criteria B:** At least 10 years of experience in promoting good governance in the health sector (15 points);
- **Criteria C:** Proven track record of research, papers and publications related to governance of the health sector, with emphasis on anti-corruption and integrity (15 points);
- **Criteria D:** Experience drafting recommendations for government deliberations and decision-making (15 points);
- **Criteria E:** Demonstrated knowledge of sector and corruption in the health sector is required (15 points);
- **Criteria F:** Language proficiency in both written and oral English (5 points);
- **Criteria G:** Knowledge of any other UN language, in particular Arabic, is an asset (5 points);
- **Criteria H:** Interview (15 points);

Shortlisted candidates will be assessed and scored against the following evaluation criteria:

**Financial Criteria - 30% of total evaluation**

For those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula: \( (P_I / P_n) * 30 \) where \( P_n \) is the financial offer being evaluated and \( P_I \) is the lowest financial offer received.
**Step IV: Final evaluation**

The final evaluation will combine the scores of the desk review and the financial proposal with the following weights assigned to each:

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]
Financial Criteria weight: [30%]

Only Individual Consultants obtaining a minimum of 49 points (70%) on the Technical evaluation would be considered for the Financial Evaluation.