

TERMS OF REFERENCE RESEARCH ASSOCIATE

SUPPORT THE REVIEW AND ANALYSIS OF THE PUBLIC ADMINISTRATION REFORM STRATEGIES OF 2001 AND 2011

Country:	Lebanon
Duty Station:	Beirut and home based
Description of the assignment:	Support the review and analyze the 2001 and 2011 Public Administration Reform Strategies to inform the design of a Public Administration Reform agenda, reflective of the current crisis context
Duration:	45 Working Days spread over a period of 5 months
Starting date:	As soon as possible
Contract type:	Individual (National)
Languages:	Fluency in Arabic and English or French.

1. Rationale:

In Lebanon, decades of maladministration, corruption and mismanagement have culminated in enduring popular uprisings since late 2019: a sovereign debt default in early 2020, a shut-down of the banking systems, and a run on the lira with rapidly increasing prices on basic necessities. Prospects for improvement have been dampened by the ongoing political deadlock in which no Cabinet meeting have been held since October 2021. In this context, core state functions and institutional performance are failing and faces the real prospect of collapse. If Lebanon's administrative machinery continues to erode, reestablishing rule of law, public administration, and basic services will be a very long and difficult process. Consequently, preserving and strengthening core state functions call for immediate attention and cannot wait.

Ambitious attempts at improving and revamping the public administration have not been lacking. The Government of Lebanon, through the Office of the Minister of State for Administrative Reform (OMSAR) has developed two administrative reform strategies, in 2001 and 2011. However, the two strategies were never formally adopted, nor has any review or evaluation of their actual implementation been conducted.

In light of the ongoing crisis situation where large-scale collapse of Lebanon's administrative machinery is a real risk, H.E. Minister Riachi, The Office of the Minister of State for Administrative Reform (OMSAR) has requested UNDP to support OMSAR undertake a review and evaluation of the 2001 and 2011 strategies concerning the methods applied, the substantive content, the implementation processes, and the impact (including from a gender perspective) that they have generated. Ultimately, the findings from the review and evaluation of the two strategies are expected to inform the design of a Public Administration Reform agenda reflective of the current crisis context.

In response, UNDP is seeking the services of a Research Associate who will assist a Senior Governance Expert to analyze and take stock of previous public administration reform efforts as well as to develop a project concept note to inform the formulation of a public administration reform strategy reflective of the current crisis context in Lebanon.

2. Objective:

Review and analyze the 2001 and 2011 Public Administration Reform Strategies with a view to inform the design of a Public Administration Reform agenda reflective of the current crisis context.

3. Duties and Responsibilities:

Working under the direct supervision of the Senior Governance Expert, and in consultation with the President, Civil Service Board, the Governance Team of UNDP Lebanon, and the Chief Technical Advisor on Anti-Corruption and Integrity at the UNDP Regional Hub for the Arab States, the Research Associate will support the Senior Governance Expert in realizing deliverables 1 and 2 below, by providing:

1. assistance in collecting, compiling, and analyzing data and information,
2. assistance in conducting desk review, interviews, collection, and analysis of data from primary and secondary sources,
3. assistance in preparing relevant summaries, fact sheets, and presentations,
4. assistance in organizing meetings, roundtable discussions, record minutes,
5. supporting the Senior Public Administration Reform Expert with other related tasks as and when required that may emerge throughout the assignment.

4. Outputs/Deliverables:

The key deliverables and estimated timelines are summarized in the following table:

No	Task Definition and Deliverable	Estimated Inputs	Tentative Due Dates of Delivery
1	<p>Support the Senior Governance Expert to analyze and Take Stock of Previous Public Administration Reform Efforts.</p> <p>Deliverable 1:</p> <p>i) Prepare an inventory report (8-10 pages) on experiences and lessons learnt from country contexts similar to Lebanon's on development and implementation of public administration reform strategies</p> <p>ii) Conduct support tasks, in line with bullets 1. to 5. above as and when required</p>	30 days	14 weeks from contract signature
2	<p>Support the formulation of a Public Administration Reform strategy reflective of the current crisis context.</p> <p>Deliverable 2:</p> <p>i) Document the process and prepare a policy brief (5-7 pages) on "Formulating a public administration reform strategy reflective of the current crisis context in Lebanon: Lessons Learnt"</p> <p>ii) Conduct support tasks, in line with bullets 1. to 5. above, as and when required.</p>	15 days	20 weeks from contract signature

5. Timing, Location and Duration

The overall assignment is envisioned to last 45 working days spread over the period of 5 month starting contract signature.

Scope of Price Proposal and Schedule of Payments

Tranche	Percentage of payment	Date
First Payment	66 % of the total contract amount	After submission and approval of deliverables 14 weeks after contract signature
Second Payment	34 % of the total contract amount	After submission and approval of deliverables 20 weeks after contract signature

6. Qualifications Required

A. Requirements for experience and qualifications

I. Academic Qualifications

Minimum a bachelor's degree in Political Science, Public Administration, Development Studies, Public Policy or a relevant field.

II. Years of experience:

- Two years of research related work experience in the fields of governance, public administration and/or public law in Lebanon,

III. Technical experience:

- Track record of analysis and report development in the Arab States region,
- Strong editing and writing skills,
- Attention to detail and commitment to high quality standards across all assignments,
- 2 years' experience and expertise in research and qualitative research including experience in conducting qualitative interviews.

IIV. Competencies:

- Demonstrated experience producing high-quality research reports in English in engaging and simple language.
- Strong written and oral communication skills in Arabic, and English or French.

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B. Criteria for selection of the best offers

Criteria	Weight	Max. Point
<u>Technical Competence</u>	70%	100
Criteria A: Academic Qualifications: <ul style="list-style-type: none"> - Bachelor's degree = 14 points - Master's Degree or above: 20 points 		20
Criteria B: Years of Experience <ul style="list-style-type: none"> - Less than 2 years = Zero points - 2 years of relevant experience = 14 points - Above 2 years = 20 points 		20
Criteria C: Technical Experience <ul style="list-style-type: none"> - Track record of analysis and report development in the Arab States region = 10 points - Strong editing and writing skills = 10 points - 2 years' experience and expertise in research and qualitative research including experience in conducting qualitative interviews. <ul style="list-style-type: none"> - = 10 points 		30
Criteria D: Competencies <ul style="list-style-type: none"> - Demonstrated experience producing high-quality research reports and technical guidance notes in English in engaging and simple language (The applicant is supposed to submit a technical proposal including at least 2 sample of reports produced previously) = 20 points - Excellent knowledge of English and fluent in Arabic. – 10 points 		30
<u>Financial (Lower Offer/Offer*100)</u>	<u>30%</u>	100
Total Score	Technical Score * 0.7 + Financial Score * 0.3	

Note: Only applicants obtaining minimum 70% of technical scores will be eligible for financial evaluation.