

TERMS OF REFERENCE SENIOR GOVERNANCE EXPERT

REVIEW AND ANALYZE THE PUBLIC ADMINISTRATION REFORM STRATEGIES OF 2001 AND 2011

Country:	Lebanon
Duty Station:	Beirut and home based
Description of the assignment:	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 Senior Governance Expert with knowledge of Public Administration Reform and a strong understanding of public sector governance issues in complex contexts similar to the one 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 direct supervision of the Minister, Office of the Minister of State for Administrative Reform (OMSAR) and in close consultation with the Governance Team of UNDP Lebanon, the Chief Technical Advisor on Anti-Corruption and Integrity at the UNDP Regional Hub for the Arab States, the Senior National Consultant will complete the following activities:

3.1 Analyze and Take Stock of Previous Public Administration Reform Efforts

The stock-taking exercise will be conducted through a thorough consultative process, engaging different institutions (incl. but not limited to OMSAR, the Presidency of the Council of Ministers, the Ministry of Finance, the Civil Service Board, the Central Inspection, and the Court of Account), civil servants, public administration experts' groups, academia, as well as specialized civil society organizations will also be consulted to measure the public's satisfaction, and add the beneficiary's perspective to the final assessment.

The analysis will also be informed by progress on other related parallel tracks such as digital transformation and anti-corruption.

Against this background, and in relation to the 2001 and 2011 public administration reform strategies, the Senior Governance Expert will:

- i) Review the process, in terms of multi stakeholder engagement, put in place for the development of the Public Administration Reform Strategies to identify what worked, what didn't and why.
- ii) Highlight and document the successful results achieved and related processes; the pending areas of reform with a review of bottlenecks and contextual challenges; as well as areas that largely failed and would need to be revised, with identification of lessons learned.
- iii) Conduct an analysis and assess the impact of programs and projects that were implemented as part of administrative/public sector reform, under the leadership of OMSAR, focusing mainly on quality management, including from a gender perspective.
- iv) Review the international community support to implement specific programs, as well as human resources' management, organizational re-structuring, development of job descriptions, training/capacity building, strategic planning, and institutional support, all aiming at identifying lessons learned of relevance to the current crisis context.

3.2 Inform the formulation of a Public Sector Reform Strategy

- i) Consolidate and document the findings from i) to iv) above through a multi-stakeholder process with a view to inform the formulation process and technical focus of a forthcoming public sector reform strategy, reflective of the current crisis context.

4. Approach/Methodology:

The Senior Governance Expert will draw on past Lebanese as well as international experiences to establish an evidence-informed approach for the effective review, analysis, consolidation, and documentation of the findings to inform the formulation of the public sector reform strategy.

The overall approach will be collaborative and inclusive, with the Senior Governance Expert working closely with key institutional stakeholders, under the overall leadership and supervision of the Minister of the Office of the Minister of State for Administrative Reform (OMSAR).

5. 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	Analyze and Take Stock of Previous Public Administration Reform Efforts. Deliverable 1: Consolidation and documentation of the findings from the review and analysis of i) to iv) above in a Public Administration Reform Review report completed and presented to OMSAR and other relevant stakeholders.	30 days	14 weeks from contract signature
2	Inform the formulation of a Public Administration Reform strategy reflective of the current crisis context. Deliverable 2: 8–10 pages Project Concept Note that, based on the findings from i) to iv) above, informs the formulation process and technical focus of the forthcoming public sector reform strategy, reflective of the current crisis context.	15 days	20 weeks from contract signature

6. Timing, Location and Duration

The Senior Governance Expert is expected to provide 45 person working days from home based spread over a period of 5 months

The technical assistance is required urgently to support the Government address the rapidly deteriorating socio-economic crisis and institutional decay.

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

7. Qualifications Required

A. Requirements for experience and qualifications

I. Academic Qualifications

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

II. Years of experience:

- At least 10 years of advisory and operational experience from Governance reform work in Lebanon, a necessary requirement.

III. Technical experience:

- Strong track record of working successfully with high-level government officials,
- 6 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.