



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 27 June 2022

Reference: LBN-CO-IC-173-22

Country: Lebanon

Description of the assignment: National Senior Governance Expert - 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.

Period of assignment/services: 45 Working Days spread over a period of 5 months.

Proposals should be submitted online through the UNDP job site at <https://jobs.undp.org/> no later than: **12 July 2022 at 11:59 PM Beirut Local Time. Proposals will not be received through email.**

Any request for clarification must be sent in writing to the e-mail Procurement.lb@undp.org. The UNDP Procurement Unit will respond in writing 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.

1. BACKGROUND

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

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.

For additional information, please refer to ANNEX I – Terms of Reference

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

A. Requirements for experience and qualifications

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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.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

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

(I). Technical Proposal:

(i) Letter to UNDP Confirming Interest and Availability for the Individual Contractor (IC) Assignment

(ii) Explaining why you are the most suitable for the work

(iii) P11 (Personal History Form) including past experience in **similar projects** and at least **3 references**, mentioning the references' e-mails addresses.

(IV) The applicant is supposed to submit a technical proposal including at least 2 sample of reports produced previously - Demonstrating experience producing high-quality research reports and technical guidance notes in English in engaging and simple language.

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.

The Contract will specify a daily fee, and monthly payments will be made to the awarded Individual Consultant as follows:

Daily Fee x Number of Days Worked per Month = Monthly Payment

In this respect, the consultant shall take into consideration the following:

- i. A daily working fee must be all inclusive;
- ii. An IC time sheet must be submitted by the Contractor.

In order to assist the requesting unit in the comparison of financial proposals, the financial proposal shall be presented using the format of Appendix a - Annex III.

Travel:

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Individual consultants will be evaluated based on the following methodology:

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 technical score of 70 points would be considered for the Financial Evaluation.

Criteria	Weight	Max. Point
<u>Technical Competence</u>	70%	100
Criteria A: Academic Qualifications: <ul style="list-style-type: none">- Master's Degree = 14 points- Above a Master's Degree (PhD): 20 points		20
Criteria B: Years of Experience <ul style="list-style-type: none">- Less than 10 years = Zero points- 10 years of relevant experience = 14 points- Above years = 20 points		20
Criteria C: Technical Experience <ul style="list-style-type: none">- Strong Track record of analysis and report development in the Arab States region = 10 points- Strong editing and writing skills = 10 points- 6 years' experience and expertise in research and qualitative research including experience in conducting qualitative interviews.- = 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
<u>Total Score</u>	Technical Score * 0.7 + Financial Score * 0.3	

How to apply:

The consultancy is open for all national consultants who meet the selection criteria and propose a competitive fee. Interested consultants are requested to apply only through this UNDP jobs portal.

Submissions through any other media will not be considered.

The application must include all of the following documents:

1. P11,
2. Annex 3 (Offerors Letter) and
3. Technical proposal
4. Financial proposal

All files shall be submitted in one single document and uploaded as word or PDF file to the UNDP job site.

It has been observed that bidders don't submit all requested documents and thus reducing their chance to be selected for a contract with UNDP. before you submit your offer please revise that the application is complete and comprises all documents.

Incomplete applications will not be considered.

ANNEXES**ANNEX I - TERMS OF REFERENCE (TOR)****ANNEX II - INDIVIDUAL CONSULTANT CONTRACT AND GENERAL TERMS AND CONDITIONS****ANNEX III - OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**