

**TERMS OF REFERENCE**  
**Gender and Public Administration Expert**

**Gender Review of the 2001 & 2011 Public Administration Reforms Strategies  
and Development of Guidance Note for Strengthening Gender Integration in  
PAR**

<b>Country:</b>	Lebanon
<b>Duty Station:</b>	Beirut and home based
<b>Description of the assignment:</b>	Gender review of the 2001 and 2011 Public Administration Reform Strategies and the development of guidance note for strengthening gender in public administration reforms
<b>Duration:</b>	40 Working Days spread over a period of 4 months
<b>Contract type:</b>	Individual (National)
<b>Languages:</b>	Fluency in Arabic and English

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**1. Rationale:**

Public administration is often viewed as a gender-neutral topic. However, lack of attention to gender in this area can reinforce existing gender imbalances in the public sector workforce, public decision making, and the provision of public services. On the other hand, thoughtful attention to gender issues in public administration can promote gender equality in the public service and improve the quality and responsiveness of public services to the population as a whole, and poor citizens in particular. Accordingly, closing gender gaps in public administration is crucial for inclusive development and democratic governance, restoring confidence in public institutions, and enhancing the sustainability and responsiveness of public policies.

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. Accordingly, UNDP is in the process of recruiting a Senior Public Administration Reform expert to conduct the review and analysis of the 2001 and 2011 Public Administration Reform Strategies (PAR) to inform the design of a Public Administration Reform agenda reflective of the current crisis context. To ensure the design of a gender-responsive PAR agenda, UNDP plans to engage a gender expert to conduct a participatory gender review for the 2001 and 2011 strategies for the reform and development of public administration in Lebanon, with the aim of contributing to the development of a practical, actionable and evidence-based guidance note for improving the integration of gender lens within the public administration reforms. The gender review process should be aligned with the overall review and analysis of PAR strategies; accordingly, the gender expert is expected to work in close coordination and under the overall guidance and lead of the senior public administration reform expert.

## **2. Management Arrangements:**

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 Gender Expert will complete the following activities:

## **3. Purpose and Objectives:**

The purpose of this consultancy is to conduct a comprehensive, participatory and gender review for the public demonstration reforms (PAR) strategies developed in 2001 and 2011 by OMSAR including a gender impact assessment of its related programmes / projects, and also to develop a technical and practical guidance note for strengthening the integration of gender within PAR strategies, policies, and interventions.

The specific objectives are to:

- Examine and review the extent to which gender priorities and concerns have been effectively integrated in the 2001 and 2011 PAR strategies, including their design, implementation, and monitoring and evaluation.
- Evaluate the gender impact of programmes and projects that were implemented as part of administrative/public sector reform, under the leadership of OMSAR, focusing mainly on intended and unintended, positive and negative, long-term effects on gender equality.
- Identify the obstacles that have been encountered in the different institutional settings and highlights the opportunities for further progress.
- Propose a preliminary framework and set of indicators to incorporate gender perspectives in the Public Administration Reform agenda reflective of the current crisis context.

Identify resources, processes, capacities and systems required to integrate gender priorities and facilitate gender integration in PAR. Findings from the gender review will be used to:

- Contribute to the broader evidence base: inform future policy and practice by OMSAR.
- Lobby and advocate for the inclusion of gender equality in public administration reforms.
- Develop capacity-building strategy on gender-mainstreaming in public administration reforms.

## **4. Analytical Framework**

The analytical framework of the assignment will be based on the below:

- A participatory approach to ground the gender review and guidance note on co-creation and co-ownership principles.
- An evidence-based approach to support the gender review and guidance note by research and data.

Accordingly, both gender review and guidance note development should be strongly informed by consultations with relevant institutions including 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. Consultations will also include civil servants, public administration experts' groups, academia, as well as gender machinery and women's rights organizations.

## **5. Scope of Work**

Based on the above objectives, the consultancy process is expected to include the following main stages: 1) desk review; 2) in-depth multi-stakeholders' consultations ; 3) development of gender review report and validation meetings; and 4) development of practical and evidence-based guidance note for integrating gender into public administration reforms. The detailed tasks are as follows:

### **Stage 1: Comprehensive Desk Review**

- a) Conduct a comprehensive desk review of key documents and relevant secondary data sources. The desk review is expected to provide contextual information / situational analysis on gender and public administration context in Lebanon and the government's current status / position regarding the implementation of the 2001 and 2011 strategies for the reform and development of public administration. It will also identify data gaps and inform the scope of the field work. The desk review will include but not limited to:
  - 2001 and 2011 strategies for the reform and development of public administration, including any relevant monitoring and progress reports.
  - Documents related to programs and projects that were implemented as part of administrative/public sector reform, under the leadership of OMSAR.
  
- b) Develop in consultation with UNDP a proposal for the gender review process including:
  - Key existing knowledge or assumptions to be tested; priority areas for the gathering of new information, and research questions.
  - Detailed methodology including sampling parameters and proposed data collection methods.
  - List of proposed stakeholders to be consulted.
  - Assignment workplan with clear milestones.

### **Stage 2: In-depth multi-stakeholders' consultations**

This stage involves leading and facilitating in-depth multi-stakeholders' consultations with national institutional teams and other stakeholders to evaluate and determine the level of PAR strategies' gender sensitivity and responsiveness as well as the gender impact of programmes / projects that were implemented as part of PAR strategies

Consultations are expected to engage actors, institutions and organizations who either directly or indirectly work on public administration reforms, or have the ability to influence the integration of gender equality within PAR efforts and outcomes. Consulted groups should include representatives of 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, women's rights organizations and gender machinery.

The multi-stakeholders' consultations are expected to explore, but not limited to, the below questions:

#### Framework:

- Did the PAR strategy design or document refer to relevant national laws, policies, targets and programmes on women's rights and gender equality and specify how it will support their attainment/implementation?
- Did the PAR strategy design or document specify how it will support the implementation of any international conventions/treaties and internationally agreed programmes of action such as the CEDAW, Beijing Platform for Action, UN Security Council 1325 and any other UN resolutions particular those focusing on gender issues?
- Did the PAR strategy design or document identify how women's rights and gender equality perspective fits in the overall strategy framework?
- How effectively and appropriately were the gender machinery and women's rights organizations engaged in relevant stages through the PAR development process?

#### Targets & Means

- Did the PAR strategy design or document specify targets, means/activities, indicators and resources to address women's rights and gender equality?
- Are there outputs designed or are contributing to capacity building on gender mainstreaming of governance institutions/players/stakeholders?

#### Monitoring Progress and Results

- Did the PAR strategy identify monitoring indicators to track the progress towards gender equality and women's rights targets?
- Did the PAR strategy create practical improvements in gender equality in the public administration domain?
- How and why did the projects / programmes implemented as part of PAR strategies make a difference among women and men in Lebanon?

#### Impact of Programmes / Projects Implemented within the PAR Strategies

- Did the programmes and projects contribute to gender equality? Did it promote equality between women and men? How?
- Did the programmes and projects have different benefits for women and men?
- What are the programmes and projects' direct effect on the status and position of women and men?

#### Future Planning:

- What are the critical trends and events that will define and impact the promotion of gender equality within public demonstration reforms over the next few years in Lebanon?

- What entry points shall be prioritized and what are the anticipated challenges and opportunities?
- What role can national institutions, gender machinery, civil society organizations, UN agencies and institutional donors play in promoting gender-responsive PAR strategy, policies and interventions?

What actions and outcomes should actors be aiming towards?

### **Stage 3: Gender Review Report and Validation Meetings**

The stage consists of developing the gender review's findings and leading on validation meetings. The consultant is expected to consolidate, document and analyze the findings of the gender review and integrate it within the overall a Public Administration Reform Review report. The analysis should consider the following:

- Good practices, areas of improvement, and lessons learnt throughout the design and implementation of PAR strategies and its related programmes / projects.
- Gender Impact
- Recommendations for the formulation of a Public Administration Reform strategy reflective of the current crisis context including:
  - Programmatic priorities to reflect and strengthen the nexus between public administration reforms and gender equality.
  - Strengthening resources, processes, capacities and systems to integrate gender priorities and facilitate gender integration in PAR.

Validation meetings will be held with OMSAR and other relevant national institutional teams to present the report's findings and recommendations.

### **Stage 4: Produce a guidance note on institutionalizing gender in PAR**

This stage includes producing a gender guidance note to inform the development of next PAR strategy. The guidance note is expected to build on the synthesis of findings and recommendations from the desk review, gender review workshops and gender analysis workshops. The guidance note will be structured as follow (details of the guidance note outlines will be shared and discussed with the consultants upon contracting):

- An overview of public administration reforms and gender in Lebanon.
- Lessons learnt from 2001 and 2011 PAR strategies.
- Barriers and opportunities for integrating gender within public administration reforms.
- Approach for fostering gender equality in public administration building on good practices and lessons learnt documented globally, with a prioritization of gender-responsive policies and practices undertaken in the MENA region.
- Recommendations on specific technical focus and interventions related to public administration reforms.

- Actionable recommendations for integrating gender in PAR strategy’s design, implementation and monitoring and evaluation.
- Proposed indicators for the integration of gender in PAR.

## 6. Outputs/Deliverables:

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

No	Deliverable	Estimated Working Days	Tentative Due Dates of Delivery
Deliverable 1	<p>Inception Report and workplan. This includes:</p> <ul style="list-style-type: none"> <li>- Short background analysis (max 5 pages) describing key trends that are positively or negatively impacting the promotion of gender equality in public administration reforms based on desk review.</li> <li>- Detailed methodology including data collection methods and tools,</li> <li>- Assignment workplan with clear milestones;</li> <li>- List of proposed stakeholders to be consulted.</li> </ul>	5 working days	3 weeks from contract signature
Deliverable 2	<p>In-depth Multi-stakeholders Consultations</p> <ul style="list-style-type: none"> <li>- Final methodology including review questions, data collection tools, ethics and consent procedures.</li> <li>- Final lists of representatives of institutions, organizations and stakeholder groups to be consulted.</li> <li>- Consultations’ schedule / plan.</li> <li>- Report highlighting key findings and analysing good practices, areas of improvement, and lessons learnt throughout the design and implementation of PAR strategies and its related programmes / projects. Findings should be integrated within the overall PAR report in coordination with the Senior Public Administration Expert.</li> <li>- Validation meetings</li> </ul>	28 days	13 weeks from contract signature
Deliverable 3	Technical Guidance Note for promoting gender equality in PAR strategy, policy and interventions.	7 days	16 weeks from contract signature

## 7. Timing, Location and Duration

The overall assignment is envisioned to last 40 working days spread over the period of 4 month starting contract signature.

### Scope of Price Proposal and Schedule of Payments

The consultant should provide a detailed budget including all costs (in-country travel, transportation, fieldwork expenses, etc.). The contract price will be fixed regardless of change in the cost components.

The total budget will be disbursed as per the following tranches:

Tranche	Percentage of payment	Date
First Payment	12 % of the total contract amount	After submission and approval of deliverables 1 – 3 weeks after contract signature
Second Payment	70 % of the total contract amount	After submission and approval of deliverable 2 – 13 weeks after contract signature
Third Payment	18% of the total contract amount	Upon completion of services and approval of deliverables 3 – 16 weeks from contract signature.

## 8. Qualifications Required

### A. Requirements for experience and qualifications

#### I. Academic Qualifications:

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

#### II. Years of experience:

- Six years of advisory and operational experience in integrating gender within Public Administration/Sector reform work in Lebanon.

#### III. Technical experience:

- Solid knowledge and understanding of global frameworks such as CEDAW and Beijing Declaration and how to operationalise these for women in Lebanon.
- 4 years' experience designing and implementing gender-mainstreaming strategies in public institutions.
- 4 years' experience and expertise in research and qualitative research methods in gender programming including experience in conducting qualitative interviews.

#### IIV. Competencies:

- Demonstrated experience producing high-quality research reports and technical guidance notes in English in engaging and simple language.
- Good knowledge of English and fluent in Arabic.

**B. Criteria for selection of the best offers**

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<u>Technical Competence</u>	70%	100
<b>Criteria A: Academic Qualifications:</b> <ul style="list-style-type: none"> <li>- Bachelor's degree = 14 points</li> <li>- Master's Degree or above: 20 points</li> </ul>		20
<b>Criteria B: Years of Experience</b> <ul style="list-style-type: none"> <li>- Less than 6 years = Zero points</li> <li>- 6 years of relevant experience = 14 points</li> <li>- Above 6 years = 20 points</li> </ul>		20
<b>Criteria C: Technical Experience</b> <ul style="list-style-type: none"> <li>- Solid knowledge and understanding of global frameworks such as CEDAW and Beijing Declaration and how to operationalize these for women in Lebanon = 10 points</li> <li>- Minimum 4 years' of experience in designing and implementing gender-mainstreaming strategies in public institutions = 10 points</li> <li>- Minimum 4 years' of experience in research and qualitative research methods in gender programming including experience in conducting qualitative interviews = 10 points</li> <li>-</li> </ul>		30
<b>Criteria D: Competencies</b> <ul style="list-style-type: none"> <li>- 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</li> <li>- Excellent knowledge of English and fluent in Arabic. – 10 points</li> </ul>		30
<u>Financial (Lower Offer/Offer*100)</u>	30%	100
<b><u>Total Score</u></b>	<b>Technical Score * 0.7 + Financial Score * 0.3</b>	

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

