

Terms of Reference

LFPCP is recruiting a technical expert specialized in public sector focused policy issues for the purpose of mapping and selecting priority areas for socio-economic reforms in the public sector.

Reference Organization:

Lebanese Foundation for Permanent Civil Peace (LFPCP)

II. BACKGROUND:

Lebanon is currently undergoing one of the most complicated and severe economic crises of the century. Data from the World Bank (<https://www.worldbank.org/en/country/lebanon/overview>) reveals that more than half the country's population is likely already below the poverty line. Further, the unemployment rate has skyrocketed, and the currency depreciation has dramatically undermined the average household purchasing power, rendering the country in desperate need of economic reform. On the socio-economic level, chaos and numerous security incidents are sparking all over, this has led to rising crime rates especially in economically underprivileged areas of the country. According to EMBRACE's most recent report on mental health, there has been a surge in suicidal attempts, due to the crisis. However, despite the urgency of the situation, the internal political decision making in Lebanon remains crippled with serious political deadlocks. In fact, the pluralistic nature of the country, in addition to its system of governance, that rests fundamentally on the foundations of consociational democracy, require across-the-board consensus for any policy change to occur. However, the wide plethora of players involved renders the task of securing this consensus quite a challenging one, especially given the country's susceptibility to external geopolitical forces. Against this backdrop, high level socio-economic policy dialogue becomes of the utmost necessity, not only due to the urgency of the economic situation, but also due to the necessity of consensus building to the process of policy making in the country.

Nonetheless, amid Lebanon's long history of corruption, nepotism, and lack of trust among political rivals no dialogue can be successful without the presence of a trusted and unbiased third-party to guide this process and navigate the country's political peculiarities in such a way as strike a balance between wise diplomacy and strict commitment to soundness of economic principles, and methodologies.

Corruption and political instability remain the main causes of Lebanon's endless problems: Lebanese people have been calling for some serious political and economic reforms to stop

this endless history of corruption, but their efforts were so far in vain. Reform oriented efforts in Lebanon require swift and decisive action.

In the immediate term, Lebanon needs to adopt and implement a credible, comprehensive and coordinated strategy. Over the medium-term, Lebanon has to prioritize building better institutions, as well as good governance and a better business environment, alongside a trusted mechanism built on transparency that works towards enhancing public decision making, improving the country's fiscal regime, and enforcing accountability of the entrusted decision makers.

Despite the most recent parliamentary elections (that have taken place on 15 May 2022) not much has changed. In these times of crisis, and within the spirit of LFPCP's overall commitment to tangible and actionable breakthroughs in the realm of policy making and economic reforms in Lebanon, this project lends itself as an instrumental stepping stone towards effective and constructive policy focused dialogue in the country.

In light of the political and economic situation detailed above, LFPCP embarked on this project Promoting dialogue around pressing policy issues among high level political figures in Lebanon.

The goal of this project is to

“Enhance and strengthen political and economic policy dialogue, across high level, political stakeholders in Lebanon”.

This comes in the attempt to provide inclusive, innovative and efficient means to work around the bottle necks blocking all hopes for reform in the country particularly in the realm of economics where reforms are most pressing.

The project targets high level political figures from different parties, affiliations and sects in Lebanon, as well as businessmen, union leaders, CSOs and academics.

Its primary goal is to enhance and strengthen political and economic policy dialogue across high level political stakeholders.

While the project itself is set to extend over a period of two years, for the purpose of this consultancy, LFPCP is seeking to recruit a senior expert specialized in public sector focused policy issues as well as issues of governance in public administration, in order to conduct the mapping and selection of priority areas of focus that fall under this umbrella for public sector oriented socio-economic reforms.

III. OBJECTIVE AND SCOPE OF WORK

The primary objective of this consultancy is to support the LFPCP team in mapping all relevant policy issues pertaining to the public sector and governance in Lebanon. The mapping is set to serve the purpose of identifying two main areas of focus for the dialogue sessions and the drafting of policy papers that follow. The selection ought to be made on the basis of relevance, potential for breakthrough and urgency of reform as well as other criteria to be determined by the consultant.

The consultant will work hand-in-hand with LFPCP project team and under the supervision of the Project Director to conduct and draft the research. LFPCP will keep close follow up and support for the expert to finalize and come up with concrete and very good results.

IV. METHODOLOGY

The expert will apply the following methodology:

- 1) Conduct a thorough literature review of all relevant material to the research question at hand, and screen news outlets if needed, as well as international organization reports pertaining to public sector policy issues, particularly relevant to the case of Lebanon.
- 2) Prepare key informant meetings with primary agents and stakeholders such as parliamentarians, ministers, and other governmental entity representatives, as well as meetings with experts, and academics specialized in the topic at hand when needed.
- 3) Analyze thoroughly the supporting material collected from literature review and meetings conducted.
- 4) Devise a work plan for the progress of the scope of work required in the consultancy.

The selected researcher will work with the project team on the details of the final report.

V. TASKS TO BE PERFORMED

- Task 1: Conduct a thorough mapping and analysis of 7 to 8 policy issues that are most relevant to the public sector needed reforms in Lebanon as well as issues of governance reforms in public administration.

In this task the consultant is required to delve into the 7 to 8 policy issues pertaining to the public sector, where he/she will explore the main challenges these issues impose, and the detrimental consequences and hindrances they engender. The

consultant is expected to provide detailed and thorough research on these policy issues, and rely on quantitative and qualitative data where needed.

- Task 2: Rank these identified policy issues in an order of priority and support the ranking with evidence and relevant literature. In addition, provide an in-depth analysis of the prioritization of these policy issues.

In this task the consultant is expected to rank the policy issues identified in the mapping, and assess them based on the level of priority, and the urgency for reforms. This ranking is to be supported by scientific evidence from the relevant literature. The consultant is expected to provide for each policy issue mentioning the challenges and obstacles faced, as well as the room for reform and opportunities for public policy breakthrough given the current political climate in the country, as well as to provide his/her recommendations on each subject matter listed.

- Task 4: Set evaluation criteria for the selection of key areas of focus for the project, and design the evaluation grid accordingly.

Here the consultant is required to identify the main evaluation criteria that will support the selection of areas of focus, taking into consideration standards such as project duration, scope of work, room for dialogue, and potential for policy breakthrough, as well as other standards he/she sees fit. In addition, the consultant is required to summarize these standards in metrics and assign to each metric a weight that will allow for a grading and selection of the areas of focus.

- Task 5: Deliver a presentation around the mapping findings and provide a suggested selection of up to 3 areas of focus against the criteria set in the grid.

In the presentation the consultant is required to include details from the mapping, and prioritization conducted and explain thoroughly the grading process. The consultant is required to support all arguments with evidence and scientific proof.

- Task 6: Assist LFPCP team in the selection of two areas of focus that fall under the public sector oriented policy issues.

The consultant is required to engage in discussion with the LFPCP team and provide assistance in the selection of these areas.

- Task 7: All other related tasks required by the LFPCP management team.

VI. DELIVERABLES

The outputs of this job mission are expected to be:

- 1) A report of the mapping of 7 to 8 policy issues pertaining to public sector oriented economic reforms, that includes the ranking of these analyzed areas by order of priority containing a detailed analysis of this ranking and prioritization, as well as the challenges, and breakthrough opportunities that fall under each of these policy areas.
- 2) A detailed paper covering the evaluation criteria to be used in selecting areas of focus out of the analyzed policy issues, including the reasoning, and evidence behind the evaluation criteria selected, and a clearly designed evaluation grid with all the metrics and standards involved.
- 3) A PPT presentation that provides a selection of two areas of focus based on the evaluation criteria set.
- 4) A final report covering the two areas of focus selected based on the mapping conducted as well as the evaluation grid, the presentation and the discussions made.

TIMELINE

The assignment is expected to happen during the period from 1st of August till 15 September 2023.

VIII. SKILLS AND COMPETENCES

The successful candidate will have the following:

Qualifications

- ⇒ Advanced degree in Law, economics, policy reforms, or others related to the assignment,
- ⇒ Excellent writing and verbal communication skills in English and Arabic; (French is an asset),
- ⇒ Ability to conduct thorough and analytical research projects,
- ⇒ Ability to deliver power presentations and engage in discussion.

General Experience

- ⇒ A minimum of 10 years working experience in public policy and economic reforms in Lebanon, or related field, ideally at senior level.

Specific experience

- ⇒ Demonstrated experience in governance, and/or economic research, and public policy drafting,
- ⇒ Deep understanding of the Lebanese legal, political and economic contexts,
- ⇒ Minimum 5 years of working experience in research agencies, a track record in the public sector or academia is a plus, with a special focus on public sector issues.

IX. HOW TO APPLY:

Applicants should have a proven, long-standing experience in the area of the policy research, and a proficient level of Arabic and English.

Candidates who do not meet the stated criteria will not be considered in the application process.

LFPCP is committed to equal opportunities and diversity of perspective at the work, regardless of gender, social background or personal situation.

Interested candidates shall send the below requested documents to this email address: info@lfpcp.org:

- 1) updated CV, including list of previous working experience,
- 2) Motivation Letter,
- 3) Sample of at least one work done in similar context (in English).

The deadline of submission of the application is July 31, 2023 at 5:00 pm.

Applications are accepted on a rolling basis. Only shortlisted candidates will be contacted.