



*Empowered lives.
Resilient nations.*

TERMS OF REFERENCE

National Consultant

Assignment Title	National Human Resources and Capacity Development Specialist
Project	Governance for Resilience and Sustainability Project
Type of Contract	Individual Contract (National)
Contract Period	40 working days
Supervisor	Project Manager/CTA, Governance for Resilience and Sustainability Project
Location	Home based, with extensive inputs in Naypyitaw and travel to other locations in Myanmar as required
Country	Myanmar

A. BACKGROUND AND CONTEXT

UNDP Myanmar has commenced implementation of its Country Programme for 2018-2022. Integrated programming has guided the design of the new programme in order to better address the inter-linkages between peace-building, governance, natural resource management and disaster resilience, inclusive growth, and the vertical linkages between subnational and national governance levels.

The Governance for Resilience and Sustainability Project (GRSP) leverages existing AF/GEF/REDD/GCF vertical funding and links up to horizontally and vertically with UNDP Country Programme key priority areas working at national and sub-national levels. GRSP is designed to help the Government of Myanmar (GoM) implement recent policy reforms related to environmental governance, climate change and disaster risk reduction (DRR), to ensure that economic growth in Myanmar is more inclusive, resilient and sustainable. The project recognises that environmental degradation, when combined with natural disasters and effects of climate change, undermines the attainment of inclusive and sustainable growth. It also recognises that Myanmar's environmental assets present unique opportunities for green economic development, which can directly support women's economic empowerment and community resilience.

The increased emphasis on public infrastructure investments and foreign direct investments in recent years require matching increases in environmental management and resilience. At the same time, the potential of green investments as wealth and employment generators needs to be supported and promoted by the GoM. The Union Government is promulgating a series of policies to address these challenges including the National Environmental Policy, Green Economy Policy Framework, Myanmar Climate Change Strategy and Action Plan, and Myanmar Action Plan on DRR (MAPDRR). These policies now require enabling mechanisms for effective implementation and enforcement so that they deliver benefits for all people.

Over the 5-year period of the new CPD, GRSP aims to enable the GoM mainstream environment, climate change and DRR considerations into planning and project appraisal systems of at least three key sectors (out of renewable energy, mining, tourism, agriculture and fisheries) and three States and Regions (beginning with Rakhine, Bago and Sagaing). It will also support key counterparts implement the new policies, including by promoting an integrated environmental financing framework by helping develop comprehensive organisational and human resources development plans. GRSP also aims to help promote green investments in environmental goods and services to protect natural resources, minimize and manage waste more effectively, while simultaneously creating sustainable wealth and employment.

UNDP's support for the implementation of the NEP is initially through the development of a national level Master Plan and similar master plans at the sub-national levels, to guide priority environmental governance interventions and the mainstreaming of environmental considerations throughout all government planning and decision-making. UNDP is supporting the Environmental Conservation Department (ECD) of the Ministry of Natural Resources and Environmental Conservation (MONREC) to prepare the first national environmental master plan.

ECD is a relatively new organization, having been established in 2012. It has primary responsibility for environmental policy setting and as the country's environmental regulator, including administration of the environmental impact assessment system. ECD is rapidly growing both at the Union level and at the sub-national level where numerous new offices are being opened. The organization plans to grow from approximately 500 staff to over 10,000 staff in the coming five years.

UNDP is supporting ECD to develop a comprehensive organizational capacity and human resources development plan to guide its expansion and its delivery of its governance responsibilities. To commence this work, UNDP plans an initial needs assessment to prepare and outline for, and determine next steps for the implementation of, this development plan.

An international consultant is being engaged as an International Organisational Capacity Development Specialist to lead this assignment. The assignment will involve the following steps:

1. Prepare the capacity assessment:

- Prepare a methodology for the needs assessment, based on the UNDP Capacity Assessment Methodology
- Identify data required to undertake the assessment, in form/s able to be gathered/provided by ECD (with the support of the international and national consultants)
- Conduct desk reviews of ECD's organizational structure, terms of reference, position descriptions, recruitment strategies and staffing profile, and other relevant personnel management policies and guidelines issued by the GoM

2. Undertake additional data gathering:

- Prepare and administer a survey of staff with the aim of developing a current staff profile (covering age, gender, education levels, experience, history with ECD, past trainings, interest areas, etc.)
- Interview key ECD personnel in Myanmar and other stakeholders
- Compile details of all past, current and planned training provided to ECD and its staff, both internally and by development partners (subject to information being provided by ECD)
- Gather any additional data identified as necessary to the assessment

3. *Implement the Capacity Assessment:*

- Undertake the capacity assessment that: identifies critical capacity needs, gaps and opportunities; evaluates immediate training needs and gaps; outlines barriers to capacity improvements; and proposes short-term interventions to support ongoing organizational and human resources development.
- Undertake a validation workshop on the draft capacity assessment with ECD and other key stakeholders from GoM
- Prepare an outline (at a minimum) for a comprehensive organizational development plan that meets ECD's medium and long-term needs
- At all times, take a gender sensitive approach and propose strategies for supporting the roles of, and career development opportunities for, women within ECD

A national consultant is required to support all aspects of this work in country, including providing contextual understanding for the international consultant, contextual analysis of data and findings, administrative and logistical support (including for organizing meetings and workshops), and oral and written translation support.

B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES

With the technical guidance of the Project Manager/Chief Technical Advisor (GRSP) from UNDP Country Office, the national consultant will support the international consultant (International Organisational Capacity Development Specialist) to undertake the capacity assessment. In particular, the national consultant will be required to:

1. *Support arrangements for the international consultant's missions in Myanmar*

- Organise mission plans and meetings with key stakeholders (with support from UNDP Myanmar)
- Lead organization of the validation workshop
- Provide a liaison point between the international consultant and key stakeholders in Myanmar, supporting efficient communication exchanges and provision of necessary data

2. *Support the preparation of the capacity assessment:*

- Translate the methodology for the needs assessment from English to Myanmar language
- Review organizational data available in ECD and ECD human resources systems
- Translate key documents required for desk review (including, but not limited to, ECD's organizational structure, terms of reference, position descriptions, recruitment strategies and staffing profile, and other relevant personnel management policies and guidelines issued by the GoM)

3. *Support additional data gathering:*

- Translate and support administration of a staff survey (potentially by sitting with staff to explain the survey)
- Support interviews of key ECD personnel in Myanmar and other stakeholders, including by translating interviews
- Support the international consultant to identify and gather any additional required documents/data
- Translate key documents identified during the data gathering exercise

4. *Support implementation of the Capacity Assessment:*

- Provide contextual explanations and analysis for the international consultant during the assessment
- Review and provide advice to the international consultant, as required, on all documentation produced as part of the assessment
- Support organization and implementation of the validation workshop on the draft capacity assessment with ECD and other key stakeholders from GoM
- At all times, take a gender sensitive approach and propose strategies for supporting the roles of, and career development opportunities for, women within ECD

During this assignment, the national consultant is expected to deliver:

1. Translation of documentation identified as required by the international consultant
2. Inputs to the draft and final capacity needs assessment document, as required by the international consultant
3. A validation workshop on the draft assessment, and summary of outcomes of the workshop

C. EXPERTISE AND QUALIFICATIONS REQUIRED

The successful applicant should have the following expertise and qualifications:

- A master degree in public administration, public policy, natural resource management, organizational development, human resources management, or a related field
- At least 5 years of experience in supporting organizational planning and development, and in human resources management, preferably in a public sector context
- Experience in coordination, communication and facilitation of key processes with government departments
- Experience working with international consultants
- Experience providing written and oral translation assistance
- Familiarity and good understanding of environmental governance and natural resource management issues would be an advantage
- Excellent command of written and spoken English and Myanmar language
- Must be a Myanmar national

D. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The consultant will report to the Project Manager/CTA, Governance for Resilience and Sustainability Project, of the UNDP Country Office in Myanmar as necessary against the deliverable progress for administrative purpose.
- The consultant is also required to comply with the UN security directives set forth under <http://dss.un.org>
- The duty travel in Myanmar will be to Nay Pyi Taw and Yangon, and will be undertaken in agreement with the Project Manager/CTA, GRSP.
- UNDP will provide economy class air fares and living allowance rates prevailing at the time of sourcing, for the duty station and all other cities indicated in the TOR as part of duty travel destinations, in line with UNDP's travel policy for consultants.
- The consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant is responsible for providing their own laptop computers and mobile phones for use during this assignment; the consultant must have access to reliable internet connection

- Payments will be made upon submission of a detailed time sheet and certification of payment form, and acceptance and confirmation by the supervisor

E. DUTY STATION

- The consultant will be home-based with travel to Nay Pyi Taw, Yangon and other locations in Myanmar as required;
- Any necessary missions must be approved in advance and in writing by the supervisor

F. TIMEFRAME

The consultancy will be carried out for 40 working days between August and November 2018.

G. PAYMENT SCHEDULE

Interested persons are requested to submit their financial proposals quoting their **daily fees** noting the following conditions:

- Payments will be made upon submission of certification of payment form, and acceptance and confirmation by the supervisor

Deliverable No.	Description of deliverables	Timeline	Payment
Deliverable 1	Final methodology, as agreed between ECD and UNDP	7 September 2018	25 %
Deliverable 2	Summary of all trainings previously received by ECD; Draft needs assessment document; Short-term, consolidated training plan for ECD	31 October 2018	35 %
Deliverable 3	Completed validation workshop; Final needs assessment document; Recommendations for next steps in preparing ECD's organizational and human resources development strategy	30 November 2018	40 %

H. RECOMMENDED PRESENTATION OF OFFER

Interested persons are requested to submit the following documents as part of their application:

- 1) **Brief description/ cover letter** of why the individual considers him/herself as the most suitable for the assignment. Please paste the letter into the 'Resume and Motivation' section of the electronic application
- 2) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP

- 3) **P11 Form** indicating all relevant experience as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references. Please use the P11 form provided by UNDP
- 4) **Financial Proposal** that indicates the daily fees as per the template provided by UNDP

I. CRITERIA FOR SELECTION OF THE BEST OFFER

The following criteria shall serve as basis for evaluating offers:

Combined Scoring Method:

- Where the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted a maximum of 30%

Technical Evaluation of Proposals:

- All applications comprising the information/documentation provided will be evaluated to ascertain the suitability of the applicants to carry out the assignment. Candidates who obtain the minimum of 49 points of the full mark (70 points) will be considered technically compliant and their financial evaluations will be evaluated thereafter. Applications will be scored as per the following breakdown (Total 70 points):
 - **Educational background: 10 points**
 - A master degree in public administration, public policy, natural resource management, organizational development, human resources management, or a related field
 - **Relevant Experience: 55 points**
 - At least 5 years of experience in supporting organizational planning and development, and in human resources management, preferably in a public sector context (20 points)
 - Experience in coordination, communication and facilitation of key processes with government departments (10 points)
 - Experience working with international consultants (10 points)
 - Experience providing written and oral translation assistance (10 points)
 - Familiarity and good understanding of environmental governance and natural resource management issues (5 points)
 - **English language skills: 5 points**
 - Excellent command of written and spoken English and Myanmar language

Financial Evaluation of Proposals:

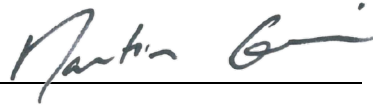
- The financial proposals of all the applicants who pass the technical evaluation will be scored. The maximum 30 points will be allotted to the lowest financial bid, and all other bids shall receive points in inverse proportion to the lowest fee e.g. $[30 \text{ Points}] \times [\text{USD lowest}] / [\text{USD other}] = \text{points for other proposer's fees}$

The contract shall be awarded to the applicant who receives the highest cumulative score.

J. APPROVAL

This TOR is approved by: Martin Cosier, Project Manager & CTA, GRSP

Signature:



Date:

16 July 2018
