

## TERMS OF REFERENCE

<b>Assignment Title</b>	<b>Consultant for developing an Option Paper on the application of the Human Resources Management System and the Senior Executive Leadership Development Scheme for the Myanmar's Civil Service at State and Region Level</b>
<b>Type of Contract</b>	<b>Individual Contract (International)</b>
<b>Start/End Dates</b>	<b>29 October 2019 – 28 February 2020</b>
<b>Working Days</b>	<b>60 fee days delivered over 4 Months</b>
<b>Supervisor(s)</b>	<b>LEAP Project Manager</b>
<b>Duty Station</b>	<b>Nay Pyi Taw, homebased, and in-country missions in Myanmar</b>

**A. Background**

Myanmar is witnessing a rapid and unprecedented change in its political and governance landscape. The 2008 Constitution established seven Regions and seven States, in addition to a Union territory organized around the capital city, Nay Pyi Taw. Region and State governments are composed of a unicameral and partially elected Region and State Parliaments or “Hluttaw”, an executive led by a Chief Minister and a cabinet of Region and State ministers and Region and State judicial institutions. The roles of the Region and State Governments as set out in the 2008 Constitution and subsequent amendments include some rights to enact laws, region and state budgets, tax collection, expend funds and manage projects.

Despite commitments to decentralization, in practice Myanmar’s governance structures remain heavily centralized with existing administrative structures and practices, and accountability and decision-making processes predominantly organized around strong central agencies, with some devolution. A whole of government approach is needed to embed horizontal co-ordination and integration in the process of policy design and implementation and help recalibrating systems that currently are sector-based silos, to promote inter-sectoral dialogue and policy making.

UNDP supported the Government of Myanmar in developing its national policy on Civil Service Reform (CSR), which culminated in the launch of the CSR Strategic Action Plan for 2017-2020. The Plan is intended to transform the civil service and mainstream in its regulations and procedures a new culture and the principles of integrity, meritocracy, accountability, inclusiveness and responsiveness.

Via the LEAP project, UNDP has supported the review of the Civil Service Regulations and Systems and has contributed to determine benchmarks for the Union Civil Service Board (UCSB), custodian of civil service management issues in Myanmar, to consider while modernizing the human resources management system of the country. Specific focus was put on selection, promotion, transfer and performance management and training systems for civil servants. With support from UNDP, competency frameworks and Job Description guidelines were devised to serve as the basis for new recruitment and selection processes and 5 position papers and toolkits on Recruitment and Selection, Promotions, Postings/transfers, Performance evaluation system and Human Resources Planning were developed.

The papers have been consolidated in one strategic document entitled “Human Resources Management (HRM) Systems improvement in the Myanmar Civil Service” that is currently under review by the UCSB.

The papers propose a new Human Resources Management System that will enable the Government of Myanmar to achieve its vision for a people-centered, inclusive, transparent, ethic and merit-based civil service. UNDP’s LEAP project aspires to provide support to the UCSB and more broadly to the Government of Myanmar to

modernize its HRM systems, with the aim of upholding merit-based, performance-driven and gender sensitive selection, recruitment, promotion, posting/transfers and performance management systems.

To foster leadership and support for managing change, a targeted Senior and Executive Leadership Development Scheme was designed encompassing the selection, training, performance management and succession planning of Directors, Deputy Directors General and Directors General.

As the UCSB has the mandate to regulate Civil Service matters across the Union and the State and Regions, further analysis is needed to apply the HRM system and SELD scheme at sub-national level

**This consultancy intends to support the UCSB in identifying options to implement the improved HRM system and the SELD scheme at State and Region levels by 1) conducting desk review and context analysis of the HRM system leadership development opportunities of two Ministries in selected States and Regions (2 States and 2 Regions); 2) drafting a situation analysis and an option paper for the implementation of the HRM system and SELD scheme in the selected States and Regions.**

## **B. Objectives of the Assignment**

The main objective of this consultancy is to conduct a comprehensive analysis for the application of the improved HRM system and the designed SELD scheme at sub-national level.

The analysis will be geared towards understanding the context in which selected Ministry/ies operate at regional and State level taking into account the HRM processes, practices, policy framework and their relation with the Union level. Based on the analysis a policy paper identifying options for the introduction of the HRM system and SELD at Region and State level, including policy and regulatory recommendations will be drafted and presented to the selected Ministries, key stake-holders at State and Region level and the UCSB.

## **C. Scope of Work**

It is recommended that the analysis and development of the option paper will go through the following implementation phases:

- 1) Desk review of developed policy documents about the HRMS and SELS, including regulatory and policy framework as provided by the UCSB Civil Service Rules and Regulation;
- 2) Conduct interviews and field-missions to draft a context analysis of RMS and SELS practices in selected Ministry/ies in the selected States and Regions (2 States and 2 Regions);
- 3) With the support of the UNDP LEAP project team, identify local focal points from all the key stakeholders to facilitate the research;
- 4) Conduct further consultations and map-out the relevant HR business processes that will be affected by the introduction of the new HRM system and SELD scheme. Draft a situation analysis;
- 5) From the analysis, and in consultations with key stakeholders at Union and sub-national level, draft options to introduce the new HRM system and SELD at decentralized level, with the selected Ministry/ies as case-study. The option paper will also include policy recommendations and regulatory amendments where required, for the implementation of the different options;

- 6) Present the options paper to all the key-stakeholders and other ministries and agencies at central and sub-national level in a final conference(s).

## 7) Deliverables

Based on the details mentioned in Section C) Scope of Work, the deliverables include:

#	Deliverables	Working Days	Target due dates
1	<ul style="list-style-type: none"> <li>Desk review of Civil Service Law and Rules, Code of Conduct, five policy papers introducing the new HRMS, Perception Survey on Ethics, meritocracy and equal opportunities report.</li> <li>Inception report produced including methodology for the analysis and approach</li> </ul>	5 days (home-based)	<ul style="list-style-type: none"> <li>8 November 2019</li> </ul>
2	<ul style="list-style-type: none"> <li>Conduct interviews in selected Ministry/ies in the selected States and Regions (2 States and 2 Regions) to map out of existing HRM and SELDs tools and practices, and identify key-focal points to facilitate further research;</li> </ul>	15 fee days (2 days homebased+ 13 days in 2 missions in selected two States/Regions)	<ul style="list-style-type: none"> <li>29 November 2019</li> </ul>
3	<ul style="list-style-type: none"> <li>Situation analysis finalized</li> </ul>	10 days fee days (10 homebased)	<ul style="list-style-type: none"> <li>13 December 2019</li> </ul>
4	<ul style="list-style-type: none"> <li>Situation analysis presented to selected Ministries in the two States and Regions for validation</li> <li>Conduct further interview and in-country consultations, including focus groups discussions as per the methodological note for the formulations of options paper. Options paper table of contents submitted;</li> </ul>	15 fee days (7 fee days in one State and Region + 7 fee days in the other State/Region in 1 mission)	<ul style="list-style-type: none"> <li>31 January 2020</li> </ul>
5	<ul style="list-style-type: none"> <li>Options paper drafted;</li> </ul>	10 fee days (Homebased)	<ul style="list-style-type: none"> <li>14 February 2020</li> </ul>
6	<ul style="list-style-type: none"> <li>Options paper presented for validation in a conference with all key stakeholders from central and subnational level</li> </ul>	5 fee days (1 homebased+ 4 days in country in 1 mission)	<ul style="list-style-type: none"> <li>28 February 2020</li> </ul>

## D. Duration of Assignment and Duty Situation

The assignment will include **60 fee days** to be carried out in the period of **29 October 2019– 28 February 2020**. The primary duty station in Myanmar will be Naypyidaw and the selected State and Regions. The assignment will include in-country missions to targeted Regions and States.

## E. Institutional Arrangements

### 1) Reporting line:

The international experts will report to UNDP's Project Manager for LEAP Project and will work closely with other UNDP team members and experts, especially with the Civil service staff manual developer, the Gender and Diversity specialist and the SELDS consultant.

### 2) Logistical arrangements:

- For all international travel:
- Candidates are requested to include international travel costs from probable point of departure in the financial proposal and arrange the flight. The travel cost should be based on the economy class fares, with most direct routes.
- UNDP will provide support for the visa process and pay for the visa fee, when needed, based on the actual receipt.
- UNDP will provide terminal charges at the applicable UN rate.
- UNDP does not consider travel days as working days.

### For all in-country travels:

- When in-country missions are requested by UNDP, UNDP will arrange, and cover costs related to all domestic travel – such as transportation(s) between the agreed in-country duty stations and living allowances - in accordance with UNDP's regulations and policies.
- UNDP will facilitate security clearances required to travel in-country (if applicable).

### Other logistical matters:

- The Contractors will arrange for his/her accommodation in the agreed duty station.
- The working language of this assignment is English. Interpretation/translation from and to Myanmar language will be provided by UNDP as and when required.
- The Contractors are expected to use their own computer.

## F. Qualifications

Education:	Master's degree in human resource management, organizational development, business administration, or equivalent.
Experience:	<ul style="list-style-type: none"> <li>• Minimum 7 years of professional experience in overseeing the development and implementation of the human resources policies, procedures and practices in central ministries and local public administrations</li> <li>• Proven track record of research, publications, context analysis on human resources management system and/or leadership development schemes for policy implementation;</li> <li>• Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and</li> </ul>

	procedures, especially in the design and development of HRMS policies, as well as implementation planning; <ul style="list-style-type: none"> <li>• Demonstrated knowledge of decentralization and local governance principles</li> <li>• Previous experience in Myanmar is considered as an asset</li> </ul>
Language Requirements:	Excellent command of written and spoken English

### G. Schedule of Payments

Deliverables will be approved in a timeframe not exceeding 15 working days, and payments can be received within 10 days of deliverable approval. Other logistical arrangements are stated at the above the section - Institutional Arrangement.

### H. Recommended Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Technical proposal covering why the consultant is most suitable for the work and the approach to completing the assignment; the CV of the consultant or P11 indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references
- Financial proposal: lump sum in US dollars which is all inclusive, for example covering professional fees, living allowances and transport costs, along with other incidental costs. A financial proposal form is provided with the letter of confirmation and availability. If the candidate is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the candidate must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

### I. Evaluation criteria

- Individual consultants will be evaluated based on the *cumulative analysis* of the technical evaluation (weight: 70% Desk review) and financial criteria (weight: 30%). Only candidates obtaining a minimum of 70 points from the technical evaluation would be considered for the financial evaluation.
- Financial Evaluation: All technically qualified proposals will be scored out of 30. The maximum points (30) will be assigned to the lowest financial proposal.

Criteria	Points (total: 100 points)
Master's degree in human resource management, organizational development, business administration, or equivalent.	10

Minimum 7 years of professional experience in overseeing the development and implementation of the human resources policies, procedures and practices in central ministries and local public administrations;	25
Proven track record of research, publications, context analysis on human resources management system and/or leadership development schemes for policy implementation;	25
Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and procedures, especially in the design and development of HRMS policies, as well as implementation planning;	20
<ul style="list-style-type: none"> <li>Demonstrated knowledge of decentralization and local governance principles</li> </ul>	20
Experience in undertaking developmental assignments in Myanmar is a plus	Asset