

Terms of Reference

Summary

Assignment Title	Policy Paper on Developing a Leadership Scheme for Myanmar
Type of Contract	IC – Individual Contract
Start/End Dates	December 2016-January 2017
Estimated Working Days	19 days
Supervisor	Chief Technical Advisor – Public Administration
Location	Nay Pyi Taw with possible travel to Yangon
Country	Myanmar
Languages Required	English

Project Description / Background

Since the new Government of Myanmar (GoM) came into office in April 2016, it highlighted civil service reform (CSR) as a means to transform the administration and to make it more responsive to people's needs and more accountable and effective in the management of public resources and delivery of services. It is against this backdrop that the new Union Civil Service Board (UCSB) has actively engaged in identifying ways to transform and modernize the civil service, and to instigate a new civil service culture based on the principles of professionalism, accountability, meritocracy, inclusiveness, efficiency and service orientation.

Transforming the civil service and prompting mindset change will only be possible if the highest levels of the administration lead the transformation and act as role models for others. The literature has showed the importance of leadership in transitional settings and the impact empowerment and capacity development can have across the public sector in times of change and transformation. In Myanmar, promoting leadership was one of the main recommendations emphasized in the Perception Survey Report on meritocracy, ethics and equal opportunities in the Myanmar Civil Service, which was undertaken by UCSB and UNDP in 2015. The report highlights the need to provide institutional support and training to those who have a leadership role, in order to allow them to uphold and embody the values and principles the civil service in Myanmar is striving to instate and to ensure their application and respect. Institutional structures and systems to support the nurturing and development of existing and future leaders can promote strong leadership practices.

UNDP and the GoM are exploring the issue of leadership, and how to nurture current and future leaders and to allow the civil service leadership to abide by the principles of meritocracy, professionalism, impartiality, equality and non-partisanship. As part of this, UNDP is commissioning one International expert to undertake an analysis of leadership schemes, and to devise jointly with the UCSB and UNDP a series of recommendations which could inform decision makers on ways to enhance leadership management through a leadership scheme/system. This analysis would also take into the account of the findings from the Consultative Workshop on the Civil Service Reform Strategic Action Plan which was organized in the Nay Pyi Taw on the 25th and 26th of August.

Objective and Anticipated Outputs

The objective of this assignment is to develop a policy paper which provides evidence-based recommendations on the relevance, contextualization requirements and value added of a prospective leadership scheme for Myanmar. The Paper would draw on a comparative analysis of leadership schemes in other countries, which are to be selected based on their relevance/similarity to the Myanmar context and transitional setting.

The recommendations would include, but would not be limited to, the following: (i) added value and contributions a Leadership Scheme would have to Myanmar's transition, (ii) assessment of suitability and components of a leadership schemes for Myanmar, and (iii) determining potential next steps and the readiness of the Myanmar administration and leadership to instate a leadership scheme.

Scope of Work

The International Consultant will be expected to develop a paper that would be primarily informed by his/her assessment of the Myanmar institutional set-up and policy directives as regards to reform processes; this assessment will be performed in-country and would derive from interaction with national stakeholders. The paper is expected to feature different leadership schemes models that would be used as comparative benchmark showcasing best practices; it would conclude on a set of policy recommendations in support of the instatement of a context specific Leadership Scheme for Myanmar.

The paper is expected to focus – or at a minimum to include one – on models that have proven their effectiveness in federal/decentralized governance systems and in multi-ethnic, multi-sectarian settings. It is hence recommended to include the Canadian Senior Executive Service model in the analysis.

The policy paper will also be informed by the conclusions and recommendations of the Perception Survey on ethics, meritocracy and equal opportunities performed by UCSB and UNDP and by the findings of the discussions and debate around leadership issues and the need to develop a leadership scheme for Myanmar which was discussed at the Consultative Workshop on the Civil Service Reform Strategic Action Plan in Nay Pyi Taw on 25-26 August 2016.

Specific outputs would include:

1. Performing consultations and rooting the Leadership Scheme in the Myanmar context

- Performing wide base consultations with key national counterparts to identify entry points and potential limitations that a Leadership Scheme may encounter in Myanmar. Conclusions on the readiness of the current administration for developing and implementing such a scheme are to be reached;
- Undertaking Focus Group Discussion with relevant stakeholders from GoM and other ASEAN Countries (if deemed appropriate) in order to determine most adapted mechanisms based on comparative analysis. This FGD would take place on the side of the Myanmar ASEAN Resource Center (ARC) workshop planned to take place early December 2016;
- Developing draft policy and procedural recommendations that would ensure adaptability of a leadership schemes to the Myanmar institutional context;

2. Analyzing international and regional best practices

- Perform literature review and analysis of international best practices of leadership schemes with particular emphasis on successful models for transitional government and models that have proven their effectiveness in diverse multi-ethnic and multi-confessional societies (including relevant examples and case studies, advantages and disadvantages of different leadership models);
- Develop the second version of the Policy Paper, highlighting potential entry points for Myanmar in light of the comparative analysis.

3. Developing policy recommendations and proposing implementation mechanisms for a prospected Myanmar leadership scheme

- Finalizing Policy Paper and ensuring accuracy and consistency with national context;
- Determining potential next steps and the readiness of the Myanmar administration and leadership to instate a leadership scheme
- Presenting and discussing findings and recommendations with GoM and UNDP.

Expected Outputs and Deliverables

The estimated deliverables are below, however, the final deliverables will be negotiated on the basis of a work plan with the Supervisor.

This contract is deliverable-based and estimated timeframes for completion are estimates only.

No.	Deliverables/ Outputs	Estimated Duration to Complete (days)	Estimated Target Due Dates	Location	Estimated % Payment
1.	National consultations and development of policy and procedural recommendations	7 days	10 December 2016	In-country	
2.	Analysis of international and regional best practices and development of First Draft of Policy Paper	5 days	20 December 2016	Home Based	
3.	Finalization of policy paper (inclusive of implementation mechanisms for a Myanmar Leadership scheme) and presentation and discussion with national counterparts	7 days (3 days in country)	31 January 2017	Home based and In-country	
	Total	19 days			100.00%

E. Institutional Arrangement

- The Expert will ensure contextualization of the analysis and ensuring contact with UNDP and national stakeholders.
- The Expert will consult with UNDP and national stakeholders in validating and drafting the analysis.
- The Expert will be responsible for arranging and directly covering the costs of his/her international travel to and from Myanmar. UNDP will reimburse airtickets based on UNDP rules and regulations applied to international travel of IC contracts.
- UNDP will arrange and cover all in-country travel and transportation as needed.
- UNDP will not consider travel days as working days. The above stated 15 working days are exclusive of travel time.
- UNDP will facilitate with the support of UCSB the issuance of entry visa.

- Working language of this assignment is English. Interpretation from and to Myanmar language will be provided by UNDP when and as needed.
- All necessary equipment (projector, flipchart, stationery, etc.) related to meetings and group discussions will be provided by UNDP at the request of the Consultant in order to ensure efficient delivery of the assignment. The expert is however expected to secure her/his own computer.
- The Expert will report to UNDP's Chief Technical Advisor for Public Administration and will work closely with other UNDP team members.
- Deliverable will be approved by UNDP in a timeframe not exceeding 2 working days during the assignment, and 10 working days for final deliverables (policy paper).

F. Duration of the Work

The duration of the assignment is estimated at nineteen working days during the months of December 2016 and January 2017, with two in-country missions with a total of 10 days in-country.

G. Duty Station

The duty station is Nay Pyi Taw, Myanmar.

H. Qualifications of the Successful Individual Contractor

Qualifications:

- Master degree in public administration, development studies or equivalent.

Experience:

- Proven experience in performing assessment related to democratic governance, with focus on Leadership in similar transition contexts;
- Demonstrated knowledge and experience in civil service management and in capacity development;
- Past experience as a senior civil service official, preferably having been involved or part of Leadership schemes in her/his home country;
- Past experience developing comparative analysis geared towards a multi-stakeholder audience, i.e. government and civil society;
- Understanding of the Myanmar context and current governance models in Myanmar is a key advantage;
- Previous publications recorded on democratic governance and/or leadership schemes models an asset.

Competencies:

- Fluency in English;

- Sound communication skills both verbal and in writing;
- High cultural sensitivity needed.
- Flexibility, and ability to work in and with a varied team across multiple offices

Scope of Price Proposal and Schedule of Payments

- Lump sum amount with all costs inclusive, except for the support provided by UNDP as mentioned in under institutional arrangements
- The contract price will be fixed regardless of changes in the cost components
- Include information about actual cost of travel to Myanmar

Recommended Presentation of Offer

- Letter of confirmation of interest and availability,
- Technical proposal clearly stating the profile and previous experience of the consultant, covering why the consultant is most suitable for the work; the approach to completing the assignment; the CV of the consultant.
- Financial proposal to include a proposal for daily rate fees.

Criteria for Selection of Best Offer

UNDP will use a combined scoring method, in which the technical proposal will be weighted at **70%** and the financial proposal at **30%**. Scoring for the technical proposal will be:

- Education: 10%
- Relevance of Experience: 40%
- Approach to completing the assignment: 50%

Annexes to TOR

ANNEX 3- P-11 for ICs (Available at:

<http://www.mm.undp.org/content/myanmar/en/home/operations/procurement.html>

ANNEX 4- Template for Confirmation of interest and Submission of Financial Proposal (Available at:

<http://www.mm.undp.org/content/myanmar/en/home/operations/procurement.html>