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## TERMS OF REFERENCE

Title of Consultancy:	<b>Team Leader, Training needs assessment and training curriculum development for National Statistical System of Myanmar</b>
Type of Contract:	Individual Contract
Duration of the Assignment:	20 February – July 7, 2017 (47 working days)
Location:	Nay Pyi Taw, Myanmar, with possible domestic travel, and home-based

### A. Background

Myanmar is at a historic stage in its development. A new Constitution was adopted in May 2008 and elections were held in November 2010 with bi-elections in April 2012. Parliament and governments have been formed at the national and region/state levels. Parliamentary Elections took place in the fourth quarter of 2015. A number of reforms have already been undertaken focusing on good governance, human rights, socio-economic development and reaching cease-fire agreements in a number of conflict areas. Myanmar's vision is to become a modern, developed and democratic nation by 2030.

However, the lack of reliable, up-to-date and sufficiently disaggregated data continues to be a major source of concern for government and development partners, as is the case in many other Least Developed Countries. In addition, there is little experience and few established processes for using the available data to feed into policy-making. In order to address this, the Government of Myanmar has initiated efforts to strengthen the collection and use of statistics. Key initiatives include the elaboration of the new Statistics Law (draft) and the National Strategy for the Development of Statistics (NSDS).

One of the key hindrances of statistical development in Myanmar has been identified as the lack of systematic and continuous professional training for government statisticians. To address this, the revised statistics law (draft) assigns the Central Statistical Organization (CSO) the responsibility to "conduct [...] training activities to improve the conduct of censuses, surveys and other data collection activities" and to "upgrade statistical skills and competencies of staff engaged in statistical activities across the National Statistical System of Myanmar". Likewise, the



NSDS prescribes the following operational target: “training needs assessment conducted and training program for government statisticians developed”.

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UNDP Myanmar is supporting CSO in reassuming the leadership in Myanmar’s National Statistical System, in line with the above-mentioned context. One of the targets of UNDP Myanmar in 2017 is to enhance the statistical authority’s ability to train statisticians / statistical focal points across ministries, with a view to enabling a more integrated system of government statistical unit. One activity under this target will be to provide technical assistance to CSO in jointly conducting a training needs assessment and developing a training curriculum for the National Statistical System of Myanmar.

Current statistical trainings for government statisticians include but are not limited to: department-specific induction courses; a multitude of trainings provided by Development Partners (often ad-hoc and one-off); a “replicable” training on basic statistics at CSO; a one-year extra-occupational evening diploma in statistics. A 2013 assessment found that “many kinds of training that are provided to CSO and other statistical agencies are much less useful than might appear. Many kinds of training are supply driven rather than demand driven.”<sup>1</sup>

This assessment and curriculum will focus on the training needs of the National Statistical System as a whole. It will cover statisticians both in CSO and in other data-producing departments, across all statistical sectors, and at both the national and sub-national level. It will provide recommendations for both the contents and the institutional setup of a training curriculum. It will cover both long-term and short-term training opportunities, and how they can be integrated into a systematic and continuous learning environment for career statisticians, furthering statistical quality and career motivation.<sup>2</sup>

The training curriculum proposal developed under this assignment is subsequently expected to help CSO and its Development Partners better plan and prioritize the provision of trainings and to eventually integrate them into a systematic and continuous learning environment for government statisticians.

Given the strategic importance and broad scope of this assignment, UNDP Myanmar is seeking to engage an international statistical expert with extensive experience of designing training curricula for National Statistical Systems as a whole.

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<sup>1</sup> Assessment of Statistical Activity in Myanmar, October 2013. Report presented to the Asian Development Bank and the Government of the Republic of the Union of Myanmar by Dr Alex Kornis

<sup>2</sup> The assessment may consider but is not primarily concerned with pre-career statistical training (e.g. for university students). It focusses on professional trainings provided to government statisticians after they take up their job in government.



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

Key objectives of the assignment are to conduct a training needs assessment across statistics producers in Myanmar's National Statistical System, and to propose a statistical training curriculum. This will contribute to the strengthening of the statistical system, which in turn ensures that robust data is available for planning and policy making. Ultimately, this promotes democratic governance, strengthens democratic institutions and advances human rights

## **C. Scope of Work and anticipated outputs**

As outlined above, UNDP Myanmar wishes to support the development of a training curriculum for the National Statistical System (NSS) of Myanmar. Therefore, an international consultant with extensive experience of designing training curricula for National Statistical Systems as a whole is required, to carry out the tasks listed below. It should be noted that this assignment does not include the actual design or teaching of individual courses of the proposed curriculum, and comes with no expectation of any such follow-up engagement.

In conducting this assignment jointly with CSO, the selected expert will act as team leader of the joint project team and main author of all outputs. Her/his work will be supported by UNDP Myanmar's Statistical Advisor and Statistics Officer (both of which have substantial experience of working in Myanmar's National Statistical System), as well as the CSO experts assigned for this task. The inputs from the two additional UNDP team members will focus mostly on the consultative elements during the assessment phase of the assignment.

The tasks of the team leader will be to:

1. Review international best practice and comparable examples of NSS-wide training curricula (both in terms of contents and institutional setup<sup>3</sup>). Review the existing (rather limited) documentation on professional statistical training in Myanmar.<sup>4</sup>
2. Develop an inception report, to include the following:
  - a. List of all departments in Myanmar's decentralized NSS (including national and sub-national level) that are concerned with statistical production and analysis, and which will be covered under this

<sup>3</sup> Examples of institutional setup in other countries include a training institute situated within the statistical agency, a training programme that is decentralized across various departments, an independent statistical training institute within government, a statistical training branch at a more broadly-focused government training institute, etc.

<sup>4</sup> The assessment may consider but is not primarily concerned with pre-career statistical training (e.g. for university students). It focusses on professional trainings provided to government statisticians after they take up their job in government. However, professional training provided to government statisticians through cooperation with universities should of course be included.



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- assignment. Also list the Development Partners currently engaged in statistical capacity building.
- b. Outline of the approach to be taken for assessing training needs and existing opportunities across the NSS, and for developing the training curriculum.
  - c. In particular, this should clearly lay out the consultations required for the training needs assessment, and provide practical work plans and instruments (e.g. checklists, questionnaires, etc.) for conducting those consultations, which will be carried out partially by the other team members mentioned above. It also needs to set out clear criteria how the assessment will deal with the multitude of “expressed training needs” that are to be expected during the consultations and remain focused on internationally-accepted statistical training priorities.
3. Conduct the training needs assessment across the NSS (with help from other team members), thereby identifying statistical capacity needs of government statistical units and statisticians (national and sub-national level<sup>5</sup>) as well as existing training opportunities:
    - a. Provide basic statistical data on the departments concerned (number of staff with statistical responsibilities, broad categorization of their statistical duties, broad categorization of their current statistical skill level, etc.) as well as key training needs (met and unmet ones).
    - b. List and categorize the training opportunities currently provided across the NSS.<sup>6</sup> Assess their relevance and sustainability, and identify any duplications/inefficiencies.
  4. Based on the review of international best practice and the current situation in Myanmar, develop a statistical training curriculum for Myanmar’s NSS, which should include but is not limited to the following:
    - a. Recommendation for best institutional setup given the Myanmar context; practical implications thereof (e.g. staffing needs, premises, etc.)
    - b. Overview of trainings required to satisfy training needs in Myanmar’s NSS, including but not limited to the following. Recommendations should be pragmatic and keep existing resource and capacity constraints in mind:
      - i. Description and very brief outline of each training recommended

<sup>5</sup> A variety of government staff with statistical duties are working at the sub-national level. Their training needs do need to be considered by this assessment as they should have access to similar training opportunities as their Naypyitaw-based colleagues. However, it is unlikely - given existing resource constraints - that the eventual training curriculum could offer these statisticians any kind of region-specific training opportunities. Therefore, coverage of the sub-national level in both the assessment and curriculum development phase needs to be dealt with in an efficient and pragmatic manner.

<sup>6</sup> A categorization could include, for example, a differentiation between ad-hoc trainings and replicable trainings, short-term and long-term trainings, as well as between broad-based trainings (e.g. data analysis using Stata) and specific trainings (e.g. updating a CPI basket).

- ii. Key characteristics, e.g. mode of delivery/instruction, duration, frequency, etc.<sup>7</sup>
  - iii. Sourcing of training (e.g. basic trainings could be delivered on a regular basis by government staff whereas highly specific trainings could be provided more infrequently by specialized international experts through partnership with an international institution); if government-internal sourcing recommended, describe whether the training can be covered through existing opportunities/capacities,<sup>8</sup> or what additional training of trainers would be required.
- c. Provide recommendations for phasing of curriculum implementation given that the existing resource and capacity constraints in Myanmar may not allow an immediate realization of a full curriculum.
- d. Recommend how the individual trainings can be integrated into a systematic and continuous learning environment for government statisticians, furthering statistical quality and career motivation
- 5. While intermediate internal submissions will be expected on the above three steps for feedback and quality assurance purposes (inception report, report on training needs assessment, training curriculum proposal), these intermediate outputs will eventually feed into the main output of the assignment, which will be a consolidated report with four concise parts:<sup>9</sup>
  - a. Introduction (objective, background, etc.)
  - b. International best practice for organizing trainings for government statisticians (institutional setup and contents)
  - c. Review of current statistical training needs and training opportunities in Myanmar's NSS (high-level findings in main report body, details from the assessment in an annex)
  - d. Proposal for a statistical training curriculum for Myanmar's NSS (high-level proposals on institutional setup and contents in the main report body - course-level information in an annex).
- 6. Prepare and facilitate a presentation and validation workshop for the report with participants from across the NSS.
- 7. Throughout the duration of the assignment, cooperate and liaise with CSO team members and maintain excellent working relations with this institution.
- 8. Deliver a brief "lessons learned" report (max. 3 pages, following the [UNDP template](#)). This should also document the capacity built in CSO, providing evidence of progress against baseline.

#### D. Expected Deliverables

The consultant will be responsible for delivering the following output:

<sup>7</sup> It is not expected under this assignment to propose full contents or teaching methods for proposed courses.

<sup>8</sup> The proposal may feel free to suggest merging or splitting existing trainings if it furthers their effectiveness.

<sup>9</sup> Four-part structure merely a suggestion and may be changed by the assessment team.



#	Deliverables	Deadline	Estimated working days	Expected location/travel	Payment installments
1	Submit inception report and present it at a small inception meeting	By Feb 24	5	NPT	10%
2	Submit training needs assessment of the NSS, identifying statistical capacity needs as well as existing training opportunities	By Apr 14	15	NPT with possible domestic travel, and home-based <sup>10</sup>	30%
3	Submit proposal for statistical training curriculum for Myanmar's NSS	By May 12	15	Home-based	30%
4	Submit draft version of consolidated report	By Jun 2	6	Home-based and NPT	-
5	Complete presentation/validation workshop	By Jun 30	2	NPT	-
6	Submit final version of consolidated report and "lessons learned" report	By Jul 7	4	NPT	30%

\*A total of two trips to Myanmar are anticipated for this assignment, as outlined above (and further clarified in footnote 10).

\*Reimbursement for travel costs will be provided as follows:

- International economy-class airfares to and from NPT, based on actual receipted cost, not to exceed UNDP reference airfare for travelled route (most economical option).
- Living allowance per night spent in Myanmar. Living allowance for NPT is USD 96 per night. Living allowance for other locations in Myanmar to be set in accordance with UNDP Daily Subsistence Allowance rate for that location.
- Terminal allowance (lump-sum): USD 40 per round trip
- Visa expenses, based on actual receipted cost

<sup>10</sup> This assumes an initial 3-week mission to Myanmar by the Team Leader (one week inception plus two weeks initiating the training needs assessment – this mission may include a trip to a State/Region capital to observe government statisticians operating at the sub-national level), followed by 4 weeks of continued needs assessment conducted independently by the other team members (completing the activity before Thingyan) with no or limited direct inputs from the Team Leader, followed by 1 week of home-based synthesis and write-up of the assessment by the Team Leader.



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- \*UNDP will arrange all in-country travel.
- \*UNDP will provide administrative and logistical support
- \*UNDP will provide translators and interpreters as required.

### **E. Institutional Arrangements**

The Team Leader will report to the UNDP Statistics Specialist directly.  
The Team Leader will be supported during the assessment phase of the assignment by the UNDP Statistical Advisor and the UNDP Statistical Officer.<sup>11</sup>

### **F. Duration of the Assignment**

20 February – July 7, 2017

### **G. Duty Station**

Nay Pyi Taw, Myanmar, with possible domestic travel, and home-based

### **H. Qualifications and competencies**

- Master's degree in the field of statistics, economics, mathematics, education, or other relevant field.
- At least 10 years' experience in the field of capacity building in official statistics (essential).
- At least 5 years' experience of assessing training needs and designing training curricula for National Statistical Systems as a whole (essential).
- Record of timely delivery of high quality statistical assessments (essential).
- Prior experience of working in Myanmar or another Least Developed Country (desirable).
- Excellent communication and writing skills.
- Fluency in English language.

### **I. Selection Criteria**

Individual consultants will be evaluated based on the cumulative analysis of the technical evaluation (weight: 70%) and financial criteria (weight: 30%). Only candidates obtaining a minimum of 70 points from the technical evaluation would be considered for the financial evaluation.

Criteria	Total points
<b>Technical</b>	100
Experience in the field of capacity building in official statistics	20
Experience of assessing training needs and designing training curricula for National Statistical Systems as a whole (including assessment of one sample of training curriculum developed by the applicant)	50

<sup>11</sup> The Statistics Specialist is an international UNDP staff, the Statistics Officer is a national UNDP staff, and the Statistics Advisor is an international long-term consultant.



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Record of timely delivery of high quality statistical assessments	20
Prior experience of working in Myanmar or another Least Developed Country	10
Financial	100

#### J. Approval

##### This TOR is prepared by

Signature 

Name and Designation: Felix Schmieding, Statistics Specialist

Date of Signing: 17/1/2017

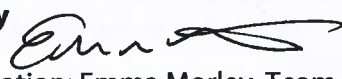
##### Through

Signature 

Name and Designation: Hyeran Kim, Development Effectiveness Specialist

Date of Signing: 17/1/2017

##### This TOR is approved by

Signature 

Name and Designation: Emma Morley, Team Leader Pillar 3

Date of Signing 17/1/17