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## TERMS OF REFERENCE

Duration: 55 days over a 7 months period from starting date  
Contract Type: Individual Contract (IC) - National  
Title of Consultancy: One Stop Shop (OSS) Project Coordinator  
Reporting Line: Chief Technical Advisor, Local Governance, International OSS consultant  
Duty Station: Home based, UNDP CO Yangon, and Nay Pyi Taw with travel to other locations if required.

### 1) General Background

#### Overall Context

Myanmar has gone through a phase of unprecedented change. The transition to the 2008 Constitution was the first step in an on-going sequence of rapid and far-reaching political and economic reforms. The main features distinguishing it from the previous order are the redistribution of power among different institutions and the devolution of legislative and executive powers to the 14 Regions and States.

In the past few years, the President and legislatures have pushed forward a remarkable transformation process that was difficult to imagine not so long ago. The first stage or wave of the reform process comprised political reforms which are still on-going and have led to significant changes in the country, and to a rapid scaling up of development assistance. In May 2012, the President launched the second stage of reforms aimed at improving the social and economic wellbeing of the people. The social and economic reforms are centered on poverty reduction and inclusive growth. In December 2012, the President announced the third wave of reforms emphasizing responsiveness and the performance of public administration and its civil service. Public sector reforms are highly prioritized by the Myanmar government. The Local governance mapping revealed that there are significant challenges in coordination between departments at township level that hampers effectiveness in delivering services at township level.

More recently, Government of Myanmar has since June 2015 implemented One Stop Shops (OSS) in 316 out of 330 townships as part of their effort to enhance efficiency, transparency and effectiveness in delivering services at District and/or township level. Currently sixteen departments are participating in the OSS. Recently, GoM have introduced OSS services in the Special Economic Zones (SEZ) to support FDIs in the states and regions.

UNDP's Local Governance program is supporting the Government's initiative to implement OSS and is therefore looking a national consultant to support the international policy consultant to assist GoM (in particular its steering committee the Union Level Working Committee) in its implementation and further development of the OSS.

#### Specific Context for this Assignment

UNDP support for OSS in Myanmar dates to 2015. At the Myanmar Good Governance Forum held in February 2015 several international experts and practitioners with experience of OSS were invited to present and to lead outbreak group discussions. An immediate follow up event was the expert group meeting held for key government staff from union and state/region level led by the GAD Director General. The meeting was the first of its kind in Myanmar to share international experience on design



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and implementation of OSS. Based on the discussions in the expert meeting it was agreed that UNDP also would support a study tour to Mongolia and Vietnam that already have implemented OSS. In the end of June 2015 a delegation of 31 persons from union, state/region and township level visited Mongolia and Vietnam to study OSS and its implementation. To further support the government's implementation, UNDP also provided office equipment, technical advice and some trainings to GAD.

A report analyzing constraints, challenges and opportunities facing Myanmar's OSS after one year of implementation was completed in September 2016. The report includes recommendations for strengthening the existing structures in six areas: (i) re-establishment of Union and State level inter-departmental bodies and establishment of a Union-level OSS Unit to coordinate, support and monitor sub-national OSS performance; (ii) designing and conducting public awareness campaigns to advertise the OSS to potential users; (iii) consolidating institutional arrangements including services provided, exclusivity of services, staffing patterns, physical layout, and oversight and complaint mechanisms; (iv) workflow mapping and streamlining for individual services; (v) developing a staff capacity building curriculum and training delivery program; and (vi) ensuring the funding and financial sustainability of the OSS.

In a meeting in March 2017, GAD expressed strong interest in receiving technical assistance to carry forward the recommendations. Technical assistance provided in 2017 focused on building a community of practice among OSS implementers- with a strong emphasis on improving line department involvement- focused around 6 "model" OSS in Townships in Mandalay Region, Bago Region, Mon State and Kachin State. The TA included two workshops bringing together stakeholders from these 6 Townships along with State/Region and Union level officials to discuss optimal institutional set up of OSS, regulatory streamlining, and new methods of customer outreach and feedback. At the end of November 2017, a group of 27 Myanmar officials were taken to Cambodia on a study tour to learn about the OSS model used in that country. In 2018, the project piloted OSS Accountability Scorecards in all 6 pilot sites and business process mapping and streamlining was piloted in Mon and Kachin State using the entertainment permit and small business licenses as examples.

UNDP is now looking for a National Consultant to support the International policy consultant to continue the momentum of this TA. Work will support coordination with several government departments related to OSS activities. It is also including to participate in the meetings and workshop for note taking, interpretation and translations OSS related documents from Myanmar to English and vice versa.

## **2) Objectives of the Assignment**

This technical assistance is intended to improve the delivery of key public services through One Stop Shops in Myanmar in a transparent, efficient and service oriented manner. The consultant team (international and national) will support the Union OSS Working Committee to pilot improved service delivery modalities and document what represents good practice in the Myanmar context.



### 3) Scope of Work

The national consultant shall assist the international consultant to implement the One Stop Shops technical assistance, taking primary responsibility for day-to-day communication with government counterparts at Township, District, State/Region and Union level to coordinate activities. Specific tasks include:

#### 1. Liaise with key Government of Myanmar stakeholders

- Actively engage with Government of Myanmar staff at all levels to coordinate OSS activities (under the guidance of UNDP Chief Technical Advisor for Local Governance & UNDP OSS Consultant).
- Act as administrator for Facebook and Viber groups linking these stakeholders (posting information, etc.) and identify person in GAD able to takeover these responsibilities.
- Coordinate stakeholders and activities in Townships in 4 States/Regions (Mon, Mandalay, Bago, and Kachin) with frequent travel to these sites and NPT.
- Introduce the OSS activities to line departments at the Union/State level (under the guidance of UNDP Local Development Specialist & UNDP OSS Consultant).

#### 2. Provide substantive and administrative support to UNDP OSS International Consultant

- Support international consultant in review of various documents and guidelines in Myanmar for operations of the OSS
- Support preparation of a series of multi-stakeholder workshops, including logistical arrangements for approximately 40 people, in each of the 4 States and Regions.
- Assist Township Administrators in 3 Townships to replicate an OSS scorecard.

#### 3. Work with UNDP Communications Team

- Complete roll-out of a OSS communication strategy (finalization of design, limited print run and distribution, transfer of electronic information, etc)
- Assist in managing the production of brochures and posters and distribute electronic templates to Union GAD.



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## 2) Duration of Assignment, Duty Station and Expected Places of Travel

Duration:	Up to 55 days LOE from the signing date, with completion of deliverables no later than December 31, 2019.
Expected Places of Travel:	Yangon, Nay Pyi Taw and other locations as required. Some home-based days for preparation, development of manuals and tools, and report writing.

## 3) Administrative and Logistical Arrangements

- The Consultant will work under the direct supervision of the Chief Technical Advisor, Local Governance and the International Consultant for OSS. Both the CTA and the International Consultant for OSS will oversee and ensure quality of the deliverables submitted. The Project Manager, TDLG, will provide overall management and administrative support for this assignment. Close coordination and collaboration will be maintained with the CO Operations and UNDP/Project teams at the sub-national level.
- The National IC will be responsible for arranging and directly covering the costs of local transportation to and from his/her duty station (Yangon).
- The National IC will arrange for his/her accommodation in Yangon and for his/her own transport in Yangon. When the National IC is requested to conduct in-country missions (Mon, Mandalay, Bago, and Kachin and Nay Pyi Taw), UNDP will arrange the transportation and provide the living allowance per actual nights spent, in accordance with standard UNDP travel policy and rates.
- UNDP will not consider travel days as working days. The above stated working days are exclusive of travel time.
- The working languages of this assignment are English and Myanmar.
- All necessary equipment (projectors, flipchart, stationery, etc.) related to meetings and group discussions will be provided by UNDP at the request of the National IC to ensure efficient delivery of the assignment. The National IC is however expected to use their own computer.



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**4) Final Deliverables**

Deliverables/Outputs	Estimated duration to complete (% of payment)	Target dates due	Location	Review and approvals required
<p><b>1<sup>st</sup> Deliverable:</b> Monthly Progress Report submitted outlining the completion of the following:</p> <ul style="list-style-type: none"> <li>• Provide the required technical and support to the International Consultant through coordination of meetings with the State Ministers of Planning, Union GAD and drafters of OSS Law;</li> <li>• Collecting and compiling background information and developing the meeting minutes;</li> </ul>	15 working days (30%)	By 10 October 2019	Yangon, Mon, Mandalay, Bago, and Kachin with frequent travel to these sites and NPT.	Review and approval by  Chief Technical Advisor, Local Governance  Project Manager, TDLG
<p><b>2<sup>nd</sup> Deliverable:</b> Monthly Progress Report submitted outlining the completion of the following:</p> <ul style="list-style-type: none"> <li>• Support in revising questionnaires for OSS Scorecards, regulatory review, and business process mapping;</li> <li>• Provide substantive support in revising the OSS toolkits, consolidating OSS guidelines for review by Union OSS Working Committee;</li> </ul>	20 working days (30%)	By 30 November 2019		



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<p><b>3<sup>rd</sup> Deliverable:</b> Monthly progress report submitted outlining the completion of the following:</p> <ul style="list-style-type: none"> <li>• OSS Toolkit is finalized and translated to Myanmar language;</li> <li>• Support finalization and translation for dissemination of Scorecard result;</li> <li>• Substantive support in organization of Union level roundtable to review progress on OSS during the year;</li> </ul>	<p>20 working days (40%)</p>	<p>By 20 February 2020</p>		<p>Chief Technical Advisor, Local Governance</p> <p>Project Manager, TDLG</p>
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**Payment schedule**

Payments will be done on a delivery basis on approved input by the Local development specialist.

**5) Provision of Monitoring and Progress Controls**

The consultant is requested to regularly communicate, report and address potential issues to CTA, Local Governance and the International OSS consultant.

**6) Qualifications**

Education:

- University degree in economics, public administration, political science or other relevant degree.

Work Experience and Qualifications:

- At least 7 years relevant experience working with government or NGO sectors.
- Previous experience working with sub-national government (State/District/ Township) highly desirable.
- Excellent project management skills including coordinating multiple stakeholders, troubleshooting, organizing complex events, working to deadlines.
- Prior experience with basic public relations/communications.
- Excellent communication skills, including demonstrated ability to interact productively and diplomatically with high level officials.
- Past experience in translation is desirable.



- Ability to work independently.
- Willingness to travel.

Language Requirements:

- Native fluency in Myanmar and full working knowledge of English, including excellent writing skills.

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**7) Selection criteria**

Individual consultants will be evaluated based on the cumulative analysis of the technical proposal evaluation (weight 70%) and financial criteria (weight 30%). Only candidates obtaining a minimum of 49 points from the technical evaluation will be considered for the financial evaluation.

<b>Technical (from Technical proposal and CV/P11) points max</b>	<b>70</b>
Technical Approach & Methodology: This explains the candidate’s understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and anticipated context specific challenges.	20
Qualification & Experience: 7 years work experience in working with sub national level governments to local governance structures, service delivery and/or other related local development outcomes.	35
Native fluency in Myanmar and full working knowledge of English, including excellent writing skills. Past experience in translation is desirable.	15

Individual consultants will be evaluated based on the cumulative analysis of the technical proposal evaluation (weight 70%) and financial criteria (weight 30%). Only candidates obtaining a minimum of 49 points from the technical evaluation will be considered for the financial evaluation.

**8) Consultant Presence Required on Duty Station/UNDP Premises**

**PARTIAL                      x INTERMITTENT                      FULL TIME**

**IF FULL TIME – PLEASE ADD BELOW FOR JUSTIFICATION**