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TERMS OF REFERENCE

Assignment Title	Specialist on Gender and Diversity in Public Administration
Type of Contract	Individual Contract (International) - LTA
Start/End Dates	30 September 2019 – 29 September 2020
Working Days	Up to 140 fee days delivered over 12 Months
Supervisor(s)	Team Leader, Governance & Sustainable Peace Team
Duty Station	Nay Pyi Taw, homebased, and in-country missions in Myanmar

1) Background

UNDP Country Programme (2018-2022)

Myanmar has embarked on a major transition towards democracy, market style economy and peace. Myanmar has low middle-income status (LMIC) and is committed to lifting itself out of Least Developed Country (LDC) status in the near future.

The first UNDP Country Programme was delivered from 2013-2017. As a key development partner of the government of Myanmar, UNDP will implement a new UNDP Country Programme for the period 2018-2022, which will deliver on a large and relevant programme portfolio that is responsive to the main development challenges facing the country. The UNDP Country Office in Myanmar is a key interlocutor and advisor to government across it’s portfolio and aims to expand its programming at the region/state and township levels in order to ensure stronger people focused institutions at all levels of government as part of the effort to support Myanmar’s democratic transition, build and sustain peace, and promote more sustainable and inclusive development.

In the areas of democratic governance and peace, the new UNDP Country Programme Document is being implemented through by the Governance and Sustainable Peace Team, including the following projects:

- Support to Effective and Responsive Institutions Project (SERIP)
 - Support to Accountability and the Rule of Law Project (SARLP)
 - Leadership, Effectiveness, Adaptability and Professionalism (LEAP) in Myanmar’s Civil Service Project
- UNDP Country Programme (2018-2022)

Country Context and UNDP’s Support to Public Administration

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 2018-2021. 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 in determining 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. To foster leadership and support for managing change, specific activities addressed to Senior Executives are envisaged. UNDP has also been supporting the development of a new Code of Values for Civil Service Personnel in Myanmar. In tandem, UNDP has been providing assistance to the Anti-Corruption Commission (ACC) of Myanmar in strengthening its institutional capacity. UNDP engaged actively in prevention activities and is supporting the establishment of prevention units in the ACC under the SARL project and in all Government Ministries and States and Regions. It has also supported the development of the Code of Conduct of the ACC, which is an underpinning tool contributing to the effectiveness and accountability of the Agency.

Via LEAP, UNDP has also established baselines to track progresses on the Civil Service Reform towards the goal of people centered public service delivery, launching the first Public Perception Survey of Government Services, and the goal of inclusiveness and equality in the Civil Service, through the study on Gender Equality in public Administration.

The study outlined that whereas rules and regulations do not impede women to access the civil service, cultural norms, practices and working environment do impact on the possibilities for women to advance to decision-making positions. The project strategy to ensure gender equality in the civil service is two-fold: i) at system level, review laws, rules and regulations to ensure they enable gender-equality and advocate for the creation of a gender department in the UCSB to record and monitor gender and diversity disaggregated data; ii) at organizational culture level, the project targets the specific processes in the human resources management system (recruitment, promotion, performance management, posting and transferring, training opportunities, succession planning) to ensure they are not gender-blind but conducive to provide equal opportunities to women and men.

UNDP is looking for a Specialist in Gender and Diversity in Public Administration, who will integrate the gender perspective in all project outputs and specifically in the proposed Human resources Management System and in the Senior and Executive Leadership Development Scheme.

2) Objectives of the Assignment

The aim of the assignment is to integrate the gender and diversity perspective in all project outputs and support the implementation of gender and diversity targeted activities in line with UNDP's approved Annual Work Plans (AWP) of the LEAP project. The assignment will include the provision of quality technical advice to the UCSB, Anti-Corruption Commission, and Regions and States and contribute to meeting the objectives of the CSR Strategic Action Plan of a merit-based and inclusive civil service.

3) Scope of Work

The following is an indicative list of key services UNDP would seek from the Specialist, based on needs arising. Specific work plans and deliverables will be agreed between UNDP and the Specialist in advance.



- **Mainstream gender and diversity in all LEAP outputs and support implementation of project activities**
- Provide guidance and review outputs developed by the project, including but not limited to the HRMS design (selection and recruitment, promotion, performance management, posting and transferring, HR and succession planning), the SELS design to include the gender lens.
- Introduce the gender perspective in the piloting strategy of the HRMS and SELS at State and Region level;
- Support the Central Institutes of Civil Service of Upper and Lower Myanmar introducing gender in their training curricula and methodology in line with the HRMS and SELS principles, and support them with ToT;
- Review the Civil Service Code of Conduct, to ensure gender consideration are introduced and input on the implementation strategy for its application.
- Develop concept notes, briefings, terms of reference, and supporting documents for design and implementation of activities, in close coordination with LEAP project Manager and government counterparts as well as development agencies supporting civil service reform;
- Advise the government counterpart on the design and implementation of approaches to achieve the objectives and outputs specified in the annual workplan;
- Support formulation of project activities and participate in UNDP team meetings and briefings with senior management to provide contextual and technical advice on development of activities related to gender and diversity.

- **Technical advise to the Union Civil Service Board (UCSB) to draft the 4-year gender and diversity action plan and establish a gender office in line with the Civil Service Reform (CSR) action plan**
- Conduct consultations and focus group discussions with all relevant government counterparts to develop the 4-years gender and diversity action plan
- Design the strategy and develop the framework for the implementation of a gender and diversity action plan in Myanmar Civil Service;
- Provide technical advise to explore opportunities to integrate aspects of promoting gender equality and inclusion/ diversity into LEAP's work in support of civil service reform in Myanmar (exploring windows of opportunities to find ways towards: a) increasing diversity among the civil service as well as promoting women in higher positions; b) improving service delivery that enhances gender equality and inclusion);
- Identify capacities and resources needed to implement the plan and support UCSB in capacity development on gender and diversity;
- Draft ToR for the establishment of a gender office/division in the UCSB which will be tasked with i) M&E activities related to gender in the civil service, including disaggregation of data, II) ensuring all policies, rules and regulations enacted by the UCSB include are not gender-neutral; III) design a complaint mechanism for reporting of harassment, including sexual harassment in the workplace in line with the improved CoC.

4) Duration of Assignment and Duty Situation

The assignment will include up to **140 fee days** to be carried out in the period of **30 September 2019– 29 September 2020**. During this period it is expected that the consultant will spend up to 180 calendar days in Myanmar, of which up to 120 will be fee days. The additional up to 20 fee days will be spent home-based for reporting.

The primary duty station in Myanmar will be Naypyitaw. The assignment will include in-country missions to targeted Regions and States.

5) Institutional Arrangements

5.1) Reporting line:

The Contractor will directly report to the Programme Advisor/Team Leader, Governance and Sustainable Peace Unit and work in close coordination with LEAP Project manager.

5.2) 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-county 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 Contractor 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 Contractor is expected to use their own computer.



6) Qualifications

Education:	Master’s degree in public administration/public affairs, human resources, political science, public policy, law or a related area. A specialization in gender would be highly desirable.
Experience:	<ul style="list-style-type: none"> • Minimum 7 years of professional experience in gender mainstreaming in public administration and/or in HRM initiatives; • Extensive experience in initiating, planning, developing and implementing gender activities and embed them into governance projects; • Excellent track record in leading evidence-based analysis in the field of gender mainstreaming and diversity, with significant work experience on gender-related projects; • Extensive experience as adviser to, or interlocutor with, ministers and senior civil servants, and other key stakeholders, especially in the design and development of policies, as well as implementation planning. • Excellent negotiation skills and in presentations at international conferences, organising and leading seminars, managing workshops and conducting training sessions. • Experience in working on gender in South-East Asia would be an asset
Language Requirements:	Excellent command of written and spoken English

7. Scope of Price Proposal and Schedule of Payments

Candidates shall propose his/her professional fee per day, which will govern future contracts against the Long Term Agreement within the validity period of the Agreement. Payments will be made as per actual engagement contract.

8. Recommended Presentation of Offer

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) Brief description of why the individual considers him/herself as the most suitable for the assignment.
- d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. 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.



7) Evaluation criteria

- Individual consultants will be evaluated based on the *cumulative analysis* of the technical evaluation (weight: 70%= Desk review: 40% + interview 30%) and financial criteria (weight: 30%). Only candidates obtaining a minimum of 70 point 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: 70 points)
Master’s degree in public administration/public affairs, human resources, political science, public policy, law or a related area. A specialization in gender would be highly desirable.	5
Minimum 7 years of professional experience in gender mainstreaming in public administration and/or in HRM initiatives.	20
Extensive experience in initiating, planning, developing and implementing gender activities and embed them into governance projects;	15
Excellent track record in leading evidence-based analysis in the field of gender mainstreaming and diversity, with significant work experience on gender-related projects;	15
Extensive experience as adviser to, or interlocutor with, ministers and senior civil servants, and other key stakeholders, especially in the design and development of policies, as well as implementation planning.	10
Excellent negotiation skills and in presentations at international conferences, organising and leading seminars, managing workshops and conducting training sessions.	5
Experience in working on gender in South-East Asia would be an asset	<i>preferential asset</i>