

United Nations Development Programme



TERMS OF REFERENCE International Consultant

Assignment Title	ECD Executive Management Advisor
Project	Governance for Resilience and Sustainability Project
Type of Contract	Individual Contract (International)
Contract Period	4 months (August to December 2019)
Supervisor	Project Manager/CTA, Governance for Resilience and Sustainability Project
Location	Naypyitaw, Myanmar
Country	Myanmar

A. BACKGROUND AND CONTEXT

UNDP Myanmar has commenced implementation of its Country Programme for 2018-2022. Integrated programming has guided the design of the new programme in order to better address the inter-linkages between peace-building, governance, natural resource management and disaster resilience, inclusive growth, and the vertical linkages between subnational and national governance levels.

The Governance for Resilience and Sustainability Project (GRSP) leverages existing AF/GEF/REDD/GCF vertical funding and links up to horizontally and vertically with UNDP Country Programme key priority areas working at national and sub-national levels. GRSP is designed to help the Government of Myanmar (GoM) implement recent policy reforms related to environmental governance, climate change and disaster risk reduction (DRR), to ensure that economic growth in Myanmar is more inclusive, resilient and sustainable. The project recognises that environmental degradation, when combined with natural disasters and effects of climate change, undermines the attainment of inclusive and sustainable growth. It also recognises that Myanmar's environmental assets present unique opportunities for green economic development, which can directly support women's economic empowerment and community resilience.

The increased emphasis on public infrastructure investments and foreign direct investments in recent years require matching increases in environmental management and resilience. At the same time, the potential of green investments as wealth and employment generators needs to be supported and promoted by the GoM. The Union Government is promulgating a series of policies to address these challenges including the National Environmental Policy, Green Economy Policy Framework, Myanmar Climate Change Strategy and Action Plan, and Myanmar Action Plan on DRR (MAPDRR). These policies now require enabling mechanisms for effective implementation and enforcement so that they deliver benefits for all people.

Over the 5-year period of the new CPD, GRSP aims to enable the GoM mainstream environment, climate change and DRR considerations into planning and project appraisal systems of at least three key sectors and three States and Regions. It will also support key counterparts implement the new policies, including by promoting an integrated environmental financing framework by helping develop comprehensive organisational and human resources development plans. GRSP also aims to help promote green investments in environmental goods and services to protect natural resources, minimize and manage waste more effectively, while simultaneously creating sustainable wealth and employment.

UNDP's support for the implementation of the NEP is initially through the development of a national level Master Plan and similar master plans at the sub-national levels, to guide priority environmental governance interventions and the mainstreaming of environmental considerations throughout all government planning and decision-making. UNDP is supporting the Environmental Conservation Department (ECD) of the Ministry of Natural Resources and Environmental Conservation (MONREC) to prepare the first national environmental master plan.

ECD is a relatively new organization, having been established in 2012. It has primary responsibility for environmental policy setting and as the country's environmental regulator, including administration of the environmental impact assessment system. ECD is rapidly growing both at the Union level and at the sub-national level where numerous new offices are being opened. The organization plans to grow from approximately 500 staff to over 10,000 staff in the coming five years. UNDP is supporting ECD to develop a comprehensive organizational capacity and human resources development plan to guide its expansion and its delivery of its governance responsibilities. As part of its support for ECD, UNDP plans to place a senior executive management advisor within ECD to support the Director General and other members of the executive management team.

B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES

With the technical guidance of the Project Manager/Chief Technical Advisor (GRSP) from UNDP Country Office, and in close collaboration with the National Management Advisor, the international consultant will work closely with ECD executive management (primarily the Director General and

two Deputy Directors General) to provide technical and managerial advice on strengthening the role and functioning of ECD.

The specific day-to-day duties of the international consultant will be agreed in discussion between the ECD executive management team and UNDP. Areas of work will include, but not be limited to, the following:

1. Provide managerial advice
 - a. Review existing internal management arrangements for efficiency and effectiveness, to offer potential enhancements for management consideration
 - b. Provide regular one-on-one coaching for the executive management team members
 - c. Provide monthly training sessions for the division directors on team and workflow management strategies
 - d. Support weekly executive management meetings
 - e. Support executive management team task prioritisation and coordination (including events, travel, etc)
 - f. Support management of emails received by executive management team, both through assistance with day-to-day email responses and introduction of improved email management systems
 - g. Provide recommended approaches for enhancing staff performance management arrangements
 - h. Support the promotion of strategies for supporting the roles of, and career development opportunities for, women within ECD
2. Support implementation of improved workflows
 - a. Review existing, and recommend enhanced approaches to, delegations of authority within ECD
 - b. Support the development of electronic document tracking system/s, especially for correspondence and briefings
 - c. Suggest simplified templates for correspondence, briefings and other written material
3. Support ECD's efforts to strengthen external coordination
 - a. Assist ECD's role as Secretariat to the Environment Sector Coordination Group (ESCG), both technically and administratively
 - b. Assist the organisation of National Environmental Conservation and Climate Change Central Committee (NE5C) and NE5C Working Group meetings, both technically and administratively
 - c. Support institutionalisation of more efficient, regular communication arrangements between ECD and the MONREC Minister's office and with other MONREC departments
 - d. Assist ECD's efforts to identify required development assistance and to prepare associated project proposals
4. Support the preparation of the Organisational Capacity Development Plan

- a. Provide inputs to the UNDP supported consultants preparing the ECD Organisational Capacity Development Plan, focusing on management perspectives and technical insights
 - b. Support ECD executive management to understand and engage with proposed elements of the draft Organisational Capacity Development Plan
5. Provide technical advice and support coordination of development partners' technical assistance
 - a. Assist executive management to decide how to most effectively receive offers of technical assistance from development partners and meeting requests from international visitors
 - b. Assist executive management to understand technical assistance provided by development partners
 - c. Facilitate responses to requests for technical advice from executive management
 - d. Provide recommendations and guidance, as required, for the UNDP supported consultants facilitating the preparation of the National Environmental Master Plan
 - e. Provide recommendations and guidance, as required, for other UNDP supported activities involving ECD

During this assignment, the consultant is expected to deliver:

1. An inception report, including an initial assessment of existing management structures/systems/process in place in ECD that will be the basis for ongoing inputs
2. Bimonthly reports on support provided to Executive Management
3. Weekly executive management meeting minutes
4. Reports on all one-on-one coaching and group training provided, including copies of written training materials used
5. Final report, including recommendations for long-term executive management assistance and/or areas for further capacity strengthening (individual and systemic)

A National Executive Management Advisor will also be engaged by UNDP to work collaboratively with the International Consultant and ECD on the assignment, particularly to provide cultural and political contextual support and to assist with translations. The National Executive Management Advisor will be engaged on a part time basis. In addition, GRSP's National Coordination Associate will provide logistical support throughout the assignment, including providing additional translation assistance as required. UNDP Myanmar will provide any additional such support, as required.

C. EXPERTISE AND QUALIFICATIONS REQUIRED

The successful applicant should have the following expertise and qualifications:

- A post-graduate degree in public administration, public policy, natural resource management, organizational development, human resources management, or a related field

- At least 15 years of experience in environmental policy, regulation and management (or other demonstrably relevant field) in a public sector context
- At least 5 years of experience in senior management roles in a public sector context
- Proven track record building trusted relationships and providing high-level advisory support services
- Demonstrated understanding of environmental governance and natural resource management issues in a developing country context
- Past executive management coaching and training experience
- Previous work experience in Myanmar or neighbouring countries will be considered an asset
- Excellent command of written and spoken English
- Must be an international

D. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The consultant will report to the Project Manager/CTA, Governance for Resilience and Sustainability Project, of the UNDP Country Office in Myanmar as necessary against the deliverable progress for administrative purpose.
- The consultant is also required to comply with the UN security directives set forth under <http://dss.un.org>
- The duty travel in Myanmar will be to Nay Pyi Taw and Yangon, and will be undertaken in agreement with the Project Manager/CTA, GRSP.
- UNDP will provide economy class air fares and living allowance rates prevailing at the time of sourcing, for the duty station and all other cities indicated in the TOR as part of duty travel destinations, in line with UNDP's travel policy for consultants.
- The consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant is responsible for providing their own laptop computers and mobile phones for use during this assignment; the consultant must have access to reliable internet connection
- Payments will be made upon submission of a detailed time sheet and certification of payment form, and acceptance and confirmation by the supervisor

E. DUTY STATION

- The consultant will be based in Nay Pyi Taw for the duration of the assignment, with travel to other locations in Myanmar as required;
- Any necessary missions must be approved in advance and in writing by the supervisor

F. TIMEFRAME

The consultancy will be carried out for 4 months from August to December 2019.

G. PAYMENT SCHEDULE

Interested persons are requested to submit their financial proposals quoting their **daily fees** noting the following conditions:

- a) Payments will be made upon submission of certification of payment form, and acceptance and confirmation by the supervisor

Deliverable No.	Description of deliverables	Timeline	Payment
Deliverable 1	Satisfactory submission of brief inception report	15 September 2019	20 %
Deliverable 2	Satisfactory submission of first two monthly progress reports on support provided to the International Executive Management Advisor	31 October 2019	40 %
Deliverable 3	Satisfactory submission of project completion report, including: <ul style="list-style-type: none">- bimonthly reports on support provided to Executive Management- executive management meeting minutes- reports on all one-on-one coaching and group training provided, including copies of written training materials used- recommendations for long-term executive management assistance and/or areas for further capacity strengthening (individual and systemic)	31 December 2019	40 %

H. RECOMMENDED PRESENTATION OF OFFER

Interested persons are requested to submit the following documents as part of their application:

- 1) **Brief description/ cover letter** of why the individual considers him/herself as the most suitable for the assignment. Please paste the letter into the 'Resume and Motivation' section of the electronic application
- 2) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP

- 3) **P11 Form** indicating all relevant experience as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references. Please use the P11 form provided by UNDP
- 4) **Financial Proposal** that indicates the daily fees as per the template provided by UNDP

I. CRITERIA FOR SELECTION OF THE BEST OFFER

The following criteria shall serve as basis for evaluating offers:

Combined Scoring Method:

- Where the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted a maximum of 30%

Technical Evaluation of Proposals:

- All applications comprising the information/documentation provided will be evaluated to ascertain the suitability of the applicants to carry out the assignment. Candidates who obtain the minimum of 49 points of the full mark (70 points) will be considered technically compliant and their financial evaluations will be evaluated thereafter. Applications will be scored as per the following breakdown (Total 70 points):
 - Educational background: 10 points
 - A post-graduate degree in public administration, public policy, natural resource management, organizational development, human resources management, or a related field
 - Relevant Experience: 55 points
 - At least 15 years of experience in environmental policy, regulation and management (or other demonstrably relevant field) in a public sector context (10 points)
 - At least 5 years of experience in senior management roles in a public sector context (15 points)
 - Proven track record building trusted relationships and providing high-level advisory support services (10 points)
 - Demonstrated understanding of environmental governance and natural resource management issues in a developing country context (5 points)
 - Past executive management coaching and training experience (10 points)
 - Previous work experience in Myanmar or neighbouring countries will be considered an asset (5 points)
 - English language skills: 5 points
 - Excellent command of written and spoken English

Financial Evaluation of Proposals:

- The financial proposals of all the applicants who pass the technical evaluation will be scored. The maximum 30 points will be allotted to the lowest financial bid, and all other bids shall receive points in inverse proportion to the lowest fee e.g. $[30 \text{ Points}] \times [\text{USD lowest}] / [\text{USD other}] = \text{points for other proposer's fees}$

The contract shall be awarded to the applicant who receives the highest cumulative score.