

TERMS OF REFERENCE

Assignment Title	Consultant for drafting of pilots and multi-year action plan to implement the new Human Resources Management System (HRMS) in the Myanmar Civil Service
Type of Contract	Individual Contract (International)
Start/End Dates	25 October 2019– 24 February 2020
Working Days	55 fee days delivered over 4 Months
Supervisor(s)	LEAP Project Manager
Duty Station	Nay Pyi Taw, homebased, and in-country missions in Myanmar

A. Background

The Government of Myanmar (GoM) is engaged in a wide-ranging and multi-faceted Civil Service Reform (CSR) agenda, defined by the CSR Strategic Action Plan launched in July 2017. The CSR initiative aims to transform Myanmar's administrative machinery into one that is results-oriented, ethical, meritocratic and people-centered.

The CSR Strategic Action Plan is built around four pillars:

1. Improving the governance of the Civil Service: fostering the transition to a client and service oriented culture through institutional, regulatory and procedural change;
2. Enhancing integrity, meritocracy, equality and performance: creating the conditions for improving recruitment, retention and promotion of skilled, knowledgeable and high performing individuals, consistent with the overarching goal of transparency, accountability and inclusiveness;
3. Effective and efficient Civil Service: encouraging the acquisition of skills and knowledge through a commitment to training and professional development;
4. Promoting transparency and accountability in the Civil Service: establishing mechanisms to improve people-centered services and reduce corruption and bribery.

The 'Perception Survey on Ethics, Meritocracy and Equal Opportunities' undertaken by UCSB with the support of UNDP in 2016 identified the need to improve Human Resources Management (HRM) systems as a priority for structural reforms. Pillar II of the CSR addresses these recommendations and pinpointed the need to improve existing systems and procedures, notably the Recruitment, Selection, Promotions, postings/transfers and the performance evaluation systems.

Improvements have already been recorded by UCSB in the various systems, notably in the selection process with a new screening processes of the entry-level candidates and a job portal under construction, and in performance evaluation, with a revamped evaluation criteria. Moreover, with support from UNDP, competency frameworks and Job Description guidelines were devised to serve as the basis for new recruitment and selection processes and 5 position papers and toolkits on Recruitment and Selection, Promotions, Postings/transfers, Performance evaluation system and Human Resources Planning were developed.

The papers have been consolidated in one strategic document entitled "Human Resources Management (HRM) Systems improvement in the Myanmar Civil Service" that is currently under review by the UCSB.

These have been first steps to improving meritocratic practices and ensuring fairness and equal opportunities in recruitment and promotion processes, but guidance on the implementation of the proposed improvements to the overall system is still needed.

UNDP's LEAP project aspires to provide support to the UCSB and more broadly to the Government of Myanmar to modernize its HRM systems, with the aim of upholding merit-based, performance-driven and gender sensitive selection, recruitment, promotion, posting/transfers and performance management systems.

This consultancy intends to support the UCSB in adopting the improved HRM practice by 1) drafting a Civil Service Staff manual introducing specific guidelines for implementation of the new HRM system; 2) draft supporting documents and training manuals for all civil servants for the application of the Civil Service Staff Manual.

B. Objectives of the Assignment

The main objective of this consultancy is to support the application of a merit-based, inclusive and transparent Human Resources Management System in the Myanmar Civil Service by providing guidelines and training material that would enable Myanmar Civil Servant to implement the new HRMS.

Specific results for the Consultancy include:

- Building from the Strategic document introducing the improvements to the HRMS, draft a Civil Service Staff manual, working in close cooperation with the gender specialist and anti-corruption specialists, including specific guidelines for the application of the new HRM system by relevant departments concerned with the selection, recruitment, performance management and HR planning in the UCSB and other Ministries;
- Draft training material for different levels of civil servants that work in the Personnel Department of the UCSB and other ministries, namely in the selection, recruitment, performance management and HR planning to enable them to apply the dispositions introduced in the new Civil Service Staff Manual;
- Mentor and nurture capacities and skills of selected UCSB HR Staff in the application of the new systems/tools with the aim of achieving a merit-based, efficient and transparent personnel management system.
- Draft a communication strategy for the application of the new HRMS in the UCSB and in other Ministries, including the dissemination of the Civil Service Staff manuals and related guidelines

C. Scope of Work

It is recommended that the application of a new HRMS via the introduction of a Civil Service Staff Manual and trainings will go through the following implementation phases:

- 1) Starting from the consolidated papers draft a Civil Service Staff manual introducing guidelines for the application of the new HRMS strategy taking into account the inclusion (especially gender and disability), transparency and merit-based principles underpinning the overall system. The assessment would be performed through desk review of the five papers and the existing legal and procedural frameworks, consultations/interviews of HR staff and senior decision makers and general observation of work practice;
- 2) Produce training materials packages on how to use the manual and for each aspect devised in the Civil Service Staff Manual (recruitment, selection, promotion, posting/transferring, HR planning);
- 3) Provide mentorship and coaching to selected UCSB HR staff to operationalize the Civil Service Staff Manual dispositions;
- 4) Draft an advocacy strategy for the dissemination of the civil service staff manual and related guidelines in other ministries;

D. Deliverables

Based on the details mentioned in Section C) Scope of Work, the deliverables include:

#	Deliverables	Working Days	Target due dates
1	<ul style="list-style-type: none"> Draft a Civil Service Staff Manual to apply the HRMS improvements in the Myanmar Civil Service. 	Tot of 15 fee days (10 Home-based+ 1 mission of 5 days in Nay Pyi Taw)	<ul style="list-style-type: none"> 15 November 2019
2	<ul style="list-style-type: none"> Draft 5 training packages addressed to all levels of civil servants that work in the selection, recruitment, performance management and HR planning to enable them to apply the dispositions introduced in the new Civil Service Staff Manual 	Tot of 20 fee days (Homebased)	<ul style="list-style-type: none"> 13 December 2019
4	<ul style="list-style-type: none"> Testing of the training packages by conducting training and mentoring of selected UCSB HR staff 	Tot of 15 fee days Nay Pyi Taw (up to 3 missions)	<ul style="list-style-type: none"> 5 February 2020
5	<ul style="list-style-type: none"> Draft an advocacy strategy for the dissemination of the civil service staff manual and related guidelines in other ministries 	Tot of 5 fee days (Homebased)	<ul style="list-style-type: none"> 14 February 2020

E. Duration of Assignment and Duty Situation

The assignment will include 55 **fee days** to be carried out in the period of **25 October 2019– 24 February 2020**. The primary duty station in Myanmar will be Naypyitaw. The assignment will include in-country missions to targeted Regions and States.

F. Institutional Arrangements

1) Reporting line:

The international experts will report to UNDP's Project Manager for LEAP Project and will work closely with other UNDP team members, especially with the gender and diversity specialist and the SELDS consultant.

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-country 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 Contractors 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 Contractors are expected to use their own computer.

G. Qualifications

Education:	Master degree in human resource management, organizational development, business administration, or equivalent.
Experience:	<ul style="list-style-type: none"> • Minimum 10 years of professional experience in overseeing the development and implementation of the human resources policies, procedures and practices including the development of Civil service staff manual • Experience in developing HRMS training manuals and creating training materials for policy implementation; • Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and procedures, especially in the design and development of HRMS policies, as well as implementation planning • Past experience in the civil service is highly desirable and experience undertaking developmental assignments in Myanmar would be an asset
Language Requirements:	Excellent command of written and spoken English

H. Schedule of Payments

Deliverables will be approved in a timeframe not exceeding 15 working days, and payments can be received within 10 days of deliverable approval. Other logistical arrangements are stated at the above the section - Institutional Arrangement.

I. Recommended Presentation of Offer

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Technical proposal covering why the consultant is most suitable for the work and the approach to completing the assignment; the CV of the consultant 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) Financial proposal: lump sum in US dollars which is all inclusive, for example covering professional fees, living allowances and transport costs, along with other incidental costs. A financial proposal form is provided with the letter of confirmation and availability. 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.

J. Evaluation criteria

- Individual consultants will be evaluated based on the *cumulative analysis* of the technical evaluation (weight: 70% Desk review) and financial criteria (weight: 30%). Only candidates obtaining a minimum of 49 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 degree in human resource management, organizational development, business administration, or equivalent.	10
Minimum 10 years of professional experience in overseeing the development and implementation of the human resources policies, procedures and practices including the development of Civil service staff manual	20
Experience in developing HRMS training manuals and creating training materials for policy implementation;	20
Experience in working with different departments in an advisory or consultancy role, assisting them to understand and implement policies and procedures, especially in the design and development of HRMS policies, as well as implementation planning	20
Past experience in the civil service is highly desirable and experience undertaking developmental assignments in Myanmar would be an asset	asset