

## TERMS OF REFERENCE

<b>Assignment Title</b>	<b>Consultant for HRMS business process mapping and re-engineering in the Myanmar Union Civil Service Board</b>
<b>Type of Contract</b>	<b>Individual Contract (International)</b>
<b>Start/End Dates</b>	<b>29 October 2019 – 31 March 2020</b>
<b>Working Days</b>	<b>88 fee days delivered over 5 Months</b>
<b>Supervisor(s)</b>	<b>LEAP Project Manager</b>
<b>Duty Station</b>	<b>Nay Pyi Taw, homebased, and in-country missions in Myanmar</b>

**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.

The papers propose a new Human Resources Management System that will enable the Government of Myanmar to achieve its vision for a people-centered, inclusive, transparent, ethic and merit-based civil service. 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.

To operationalize the envisaged HRM system an assessment and mapping of current HRMS business processes would be needed to determine the change demanded to achieve the CSR vision.

**This consultancy intends to support the UCSB in adopting the improved HRM practice by 1) conducting a business process mapping assessment in the UCSB against the proposed HRMS; 2) drafting a people-centered and result oriented action plan for the implementation of the new HRMS; 3) identify capacity- needs within the UCSB to implement the new system and introduce result-based management principles, formalized in a capacity-development plan; 4) ensure sustainability by setting a M&E framework for the HRMS plan and for the capacity-development plan to be owned by the UCSB; 5) develop supporting documents and training manuals for the application of result-based management in the HRM processes; 6) conducting ToT with focal points identified in the UCSB to ensure correct and continuous application of the new system.**

## B. Objectives of the Assignment

The main objective of this consultancy is to conduct a comprehensive assessment of the UCSB HR business processes to support the application of a merit-based, inclusive and transparent Human Resources Management System in the Myanmar Civil Service; and to draft a strategic 4-years action plan for the HRMS implementation.

Specific results for the Consultancy include:

- Building from the five papers developed introducing the improvements to the HRMS and in alignment with the Civil Service Reform Action Plan, conduct an assessment of the UCSB HRM business processes in close cooperation with UCSB relevant departments and UNDP LEAP team of experts with a focus on the selection, recruitment, performance management and HR planning;
- In close consultations with UCSB, draft a 4-years action plan for the implementation of the proposed HRMS that will operationalize the principles of a people-centered, transparent, inclusive and merit-based civil service, including the set-up of a M&E system to monitor progresses and for adaptive learning;
- Identify UCSB staff capacity needs to implement the plan and formulate a capacity-development plan, supported by training manuals and guidelines;
- 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, including the identification of “champions” and focal points that will drive the HRMS implementation;
- Conduct ToT to identified champions and focal points to ensure continuous and correct application of the system.

## C. Scope of Work

It is recommended that the HR business process mapping and the drafting of the 4-years action plan will go through the following implementation phases:

- 1) Map-out the relevant HR business processes in the UCSB with a focus on the selection, recruitment, postings and transferring, promotion, HR planning and succession planning;

- 2) In consultation with UNDP LEAP team and experts working on the Civil Service Staff manual, the gender and diversity strategy, the SELDS and the anti-corruption specialist conduct a HR business process assessment. The assessment would be performed against the desk review of the five papers, the CSR Action plan and the existing legal and procedural frameworks, on-site consultations/interviews with UCSB staff and senior decision makers and general observation of work practice;
- 3) Building upon the results of the assessment and in close consultations with key stakeholders, draft a 4-years action plan to implement the new HRMS in the UCSB, including a M&E plan;
- 4) Identify capacity-needs of staff in the UCSB, including identifying a pool of champions/focal points in the UCSB that will lead the application of the new HRM system and draft a capacity-development plan;
- 5) Draft guidelines and training materials addressed to UCSB staff on introducing RBM in the HRM system to support the capacity development plan;
- 6) 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 and conduct ToT to identified champions and focal points to ensure continuous and correct application of the system.

## 7) 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"> <li>Conduct UCSB HR business process mapping with a focus on the selection, recruitment, postings and transferring, promotion, HR planning and succession planning and draft a final report</li> </ul>	15 fee days (7 Home-based+ 1 mission of 8 days in Nay Pyi Taw and Mandalay/Yangon areas)	<ul style="list-style-type: none"> <li>20 November 2019</li> </ul>
2	<ul style="list-style-type: none"> <li>Conduct the UCSB HR business process assessment against the HRMS strategic papers and CSR Action plan and draft a final report that will constitute the basis for the action plan</li> </ul>	15 fee days (10 Homebased+ 1 mission of 5 days in Nay Pyi Taw)	<ul style="list-style-type: none"> <li>13 December 2019</li> </ul>
3	<ul style="list-style-type: none"> <li>In consultation with UCSB and key stakeholders draft a 4-years action plan for the implementation of the HRM system in the UCSB, including a M&amp;E system</li> </ul>	25 fee days (15 homebased+ 10 days in country in up to 2 missions to Nay Pyi taw)	<ul style="list-style-type: none"> <li>5 February 2020</li> </ul>
4	<ul style="list-style-type: none"> <li>Conduct a capacity-needs analysis of UCSB staff to implement the action plan, identify champions/focal points and draft a capacity-development plan</li> </ul>	10 fee days (3 Homebased + 7 days in Nay Pyi Taw, Mandalay and Yangon areas in one mission)	<ul style="list-style-type: none"> <li>21 February 2020</li> </ul>

5	<ul style="list-style-type: none"> <li>Draft a set of guidelines/training material addressed to UCSB staff on introducing RBM in the HRM system to support the capacity development plan</li> </ul>	10 fee days (Homebased)	<ul style="list-style-type: none"> <li>10 March 2020</li> </ul>
6	<ul style="list-style-type: none"> <li>In line with the capacity development plan, conduct ToT of selected champions/focal points to embed the new HRM system in the UCSB</li> </ul>	13 fee days (3 days homebased + 10 days in country in up to 2 missions)	<ul style="list-style-type: none"> <li>31 March 2020</li> </ul>

#### D. Duration of Assignment and Duty Situation

The assignment will include 88 **fee days** to be carried out in the period of **29 October 2019– 31 March 2020**. The primary duty station in Myanmar will be Naypyidaw. The assignment will include in-country missions to targeted Regions and States.

#### E. 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 and experts, especially with the Civil service staff manual developer, 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.

**F. Qualifications**

Education:	Master's degree in business administration, Public Administration, Organization Psychology, Human Resource Management or Organization Development or equivalent.
Experience:	<ul style="list-style-type: none"> <li>• At least 7 years of relevant experience in Human Resources Management for public organizations. Experience in developing countries and in South East Asia is highly desirable.</li> <li>• Excellent track records of HR business process mapping and assessment in public organizations;</li> <li>• Minimum 5 years of experience as adviser to, or interlocutor with, ministers and senior civil servants, and other key stakeholders, especially in development of HRM system strategies and action plans for ministries and public agencies;</li> <li>• Proven track record of staff capacity-needs assessment and conduction of trainings, ToT and drafting of learning material;</li> <li>• Excellent negotiation skills and in presentations at high level fora and in managing workshops and conducting training sessions.</li> <li>• Experience in undertaking developmental assignments in Myanmar is a plus</li> </ul>
Language Requirements:	Excellent command of written and spoken English

**G. 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.

**H. 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 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.

## I. 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 70 points 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: 100 points)
Master's degree in business administration, Public Administration, Organization Psychology, Human Resource Management or Organization Development or equivalent.	10
At least 7 years of relevant experience in Human Resources Management for public organizations. Experience in developing countries and in South East Asia is highly desirable.	25
Excellent track records of HR business process mapping and assessment in public organizations;	25
Minimum 5 years of experience as adviser to, or interlocutor with, ministers and senior civil servants, and other key stakeholders, especially in development of HRM system strategies and action plans for ministries and public agencies;	20
Proven track record of staff capacity-needs assessment and conduction of trainings, ToT and drafting of learning material;	20
Experience in undertaking developmental assignments in Myanmar is a plus	Asset