

## TERMS OF REFERENCE

 DEVELOPMENT OF THE MYANMAR NATIONAL HUMAN RIGHTS COMMISSION  
 STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS STRATEGY

Assignment description	Communications Advisor: Development of MNHRC Stakeholder Engagement and Communications Strategy
Type of Contract:	Individual Contract (International)
Start/End Dates	18 January to 12 March 2021 (8 weeks)
Estimated working days	40 days
Supervisor	Reporting to SARL Project Manager
Location	Home based

## 1. BACKGROUND

UNDP's Strengthening Accountability and Rule of Law (SARL) Project supports the Government of Myanmar to address low public trust in state institutions at a critical time in Myanmar's transition period. Building on the clear initiative of all three branches of the Government of Myanmar to promote transparency and accountability, the project helps to strengthen institutional frameworks and capacities for good governance. SARL is organized into three thematic intervention areas: (1) Anti-Corruption, (2) Parliament, and (3) Rule of Law and Human Rights.

Within the Rule of Law and Human Rights component, SARL works closely with the Myanmar National Human Rights Commission (MNHRC). In 2018, UNDP facilitated a Capacity Assessment of the MNHRC in partnership with the Asia Pacific Forum of National Human Rights Institutions and the Office of the High Commissioner for Human Rights. This informed the development of the MNHRC's Strategic Plan (2020-2024) and its Operational Plan 2020.

SARL is assisting the MNHRC to implement its strategic plan and to provide technical assistance to strengthen the MNHRC's ability to fulfill its mandate, meet the international standards that apply to national human rights institutions (the Paris Principles), and thereby improve human rights awareness and compliance in Myanmar.

In 2020, UNDP conducted a Social and Environmental Screening (SES) Procedure to identify potential social and environmental risks that might arise as a consequence of its provision of support to the MNHRC. Social and Environmental Screening Procedures help to ensure that UNDP projects avoid causing harm to communities or to the environment by identifying and managing social and environmental risks. An integral aspect of this process is UNDP's consideration of its relationship with key stakeholders, including non-governmental organisations (NGOs).

UNDP is now seeking a **Communications Advisor** to develop a **Stakeholder Engagement and Communications Strategy** to strengthen the MNHRC's responsiveness and accessibility to key stakeholders, and to ensure public awareness of and build support for SARL's MNHRC programme.

## 2. OBJECTIVES OF THE ASSIGNMENT

The **Stakeholder Engagement and Communications Strategy** will comprise of:

- a) **A Stakeholder Engagement Plan** that:
  - Identifies key MNHRC stakeholders and specific areas of reputational risk for the **MNHRC** in its stakeholder engagement. This will inform the development of communications strategies (see Communications Plan) to address these risks. This process will be informed by the UNDP Social and Environmental Screening Procedure completed in 2020.
  - Develops communications strategies for **UNDP** to ensure public awareness about SARL's programme of support to the MNHRC and associated reputational risks.
- b) **A Communications Plan** to activate the communications strategies identified in the Stakeholder Engagement Plan. This will address the MNHRC's public messaging and its outreach to key stakeholders. As a result, key stakeholders will have a stronger understanding and awareness of the MNHRC's mandate and functions (as identified in its Strategic Plan), and the MNHRC will have an improved capacity to address and respond to public expectations, concerns and criticism. The Communications Plan will also activate the communications strategies developed for UNDP.

### (a) Stakeholder Engagement Plan

The Stakeholder Engagement Plan will identify specific areas of reputational risk for the MNHRC in its stakeholder engagement plan and develop communications strategies to address these risks. Under goal 1.2 of its Strategic Plan (2020-24), the MNHRC is committed to developing stronger partnerships with stakeholders. Key stakeholders include civil society and non-governmental organisations engaged on human rights issues, as well as journalists to a lesser extent. The MNHRC works across a number of areas that attract strong CSO and NGO interest and that offer clear opportunities for partnership. The MNHRC's ability to clearly explain its mandate and functions is critical to establishing and maintaining effective institutional relationships, to establishing itself as an important strategic partner, and to manage stakeholder expectations.

The Stakeholder Engagement Plan will also develop communications strategies for UNDP aimed at key stakeholders that will help build support for SARL's MNHRC programme. UNDP's key stakeholders also include civil society and non-governmental organisations engaged on human rights issues, as well as donors and partner agencies.

The consultant will conduct group consultations with the MNHRC and key stakeholders, which UNDP will arrange. This will include **at least one (1)** focus group discussion with each of the following groups:

- MNHRC Commissioners and senior staff
- Civil society and non-governmental organisations engaged on human rights issues (separate consultations may be arranged based on areas of focus and specialisation)
- Journalists engaged on human rights issues
- UNDP (SARL) partner agencies
- UNDP (SARL) donors.

Where appropriate, separate consultations may be arranged for discussion of the distinct MNHRC and UNDP aspects of the Stakeholder Engagement Plan.

## **(b) Communications Plan**

The Communications Plan will identify various tools to activate the Stakeholder Engagement Plan. Specific to the MNHRC, these tools could include the use of briefings and meetings, social media platforms, the MNHRC's website, and web-based platforms such as chatbots. Collectively, these tools will enable the MNHRC to be a reliable, timely and effective communicator and responder to its key stakeholders. Messaging will address the MNHRC's mandate and functions, its Strategic Plan, and its activities aimed at improving the human rights environment in Myanmar. They will also respond to the concerns and criticism of key stakeholders.

Similarly, the UNDP section of the Communications Plan will identify appropriate tools for effective messaging on SARL's programme of support to the MNHRC.

Accounting for continuing COVID-19 restrictions on mobility and face-to-face activities, ensuring the MNHRC's continued accessibility and responsiveness to key stakeholders will also be a central component of the Communications Plan.

## **3. SCOPE OF THE WORK**

The consultant will develop the **Stakeholder Engagement and Communications Strategy** in close consultation with the MNHRC and UNDP. This will include:

- i) Developing a **Stakeholder Engagement Plan**. This will be based on consultations with UNDP and the MNHRC and will include:
  - **A mapping of key stakeholders** to identify specific networks and organisations, UN partners and donor agencies, with the support of UNDP and the MNHRC. Stakeholders will include civil society and non-governmental organisations that represent minority, marginalised and conflict-affected communities.
  - **Meetings/focus group discussions** with identified key stakeholders, organised by UNDP, to inform the development of the Stakeholder Engagement Plan.
  - Identifying **specific areas of reputational risk** for the MNHRC in its stakeholder engagement and **developing communications strategies to avoid, minimise and mitigate** these risks, with a particular focus on the MNHRC's performance of its mandate and functions and its responsiveness to key stakeholders.
  - Identifying **priority MNHRC programme areas** and **key human rights issues** for stakeholder engagement. This will include the MNHRC's capacity to conduct independent and effective investigations, and to receive, address and support resolution of human rights complaints. It may also include but not be limited to issues such as civil society space, Business and Human Rights, Housing, Land and Property, freedom of expression and access to information, acceptance of difference and the countering of hate speech, and the human rights impact of COVID-19.
  - Developing **communications strategies for UNDP** to increase awareness of and to address risks arising from SARL's programme of support to the MNHRC. This will be informed by the completed UNDP Social and Environmental Screening Procedure.
  - Presentation of the **Stakeholder Engagement Plan** to MNHRC Commissioners.
  - Presentation of the proposed **UNDP communications strategies** to the SARL Project Manager.
- ii) Developing a **Communications Plan** to activate the Stakeholder Engagement Plan. This will be based on consultation with UNDP, MNHRC Commissioners and senior staff, and as

appropriate the media company contracted to develop the MNHRC's Outreach Programme (social media and website). The Communications Plan will include:

- Development of **communications protocols** to ensure that the MNHRC is a reliable, timely and effective communicator to key stakeholders about its mandate and functions, its work to address human rights issues in Myanmar, and in responding to human rights complaints and the concerns and criticism of key stakeholders. These protocols will include:
  - a. MNHRC briefings and meetings.
  - b. MNHRC press releases and statements, including in ethnic minority languages (any combination of Rakhine, Jing Paw or Shan).
  - c. MNHRC information resources (e.g. newsletters, bulletins, guidance notes, publications), including in ethnic minority languages (any combination of Rakhine, Jing Paw or Shan).
  - d. Use of the MNHRC's website including the development of online content (e.g. short articles, blogs, and opinion pieces), and the use of web-based platforms such as chatbots.
  - e. Use of radio and podcasts (e.g. interviews/discussion on the MNHRC's mandate, functions, activities and opportunities for stakeholder engagement).
- Development of **communications protocols** to support effective UNDP messaging on SARL's programme of support to the MNHRC.
- **Training and mentoring** of MNHRC Commissioners and select staff on the Communications Plan to ensure continuity.
- Discussions with the SARL Project Manager to **support activation of UNDP's communications plan**.
- Identification of **tools to measure reach and impact of the Stakeholder Engagement and Communications Strategy** and to seek feedback from key stakeholders.

#### 4. SCHEDULE OF DELIVERABLES

Deliverables	Est. days	Due date	Related payment
<b>1. Stakeholder Engagement Plan developed and presented to MNHRC and UNDP</b> a) Completion and delivery of mapping of key stakeholders b) Completion of meetings and consultations with key stakeholders c) Identification of specific areas of reputational risk for the MNHRC in its stakeholder engagement d) Development of MNHRC strategies to increase awareness and accessibility and to address risks e) Development of UNDP strategies to ensure public awareness of and build support for SARL's MNHRC programme, and to address risks f) Presentation of the proposed MNHRC communications strategies to MNHRC Commissioners	20	12/02/21	50 %

g) Presentation of the proposed UNDP communications strategies to the SARL Project Manager			
<b>2. Communications Plan developed and presented to MNHRC and UNDP</b> a) Development of communications protocols, including as appropriate: <ul style="list-style-type: none"> <li>• MNHRC briefings and meetings</li> <li>• MNHRC press releases and statements, including in ethnic minority languages (any combination of Rakhine, Jing Paw or Shan)</li> <li>• MNHRC information resources, including in ethnic minority languages (any combination of Rakhine, Jing Paw or Shan)</li> <li>• Use of the MNHRC website and development of online content, and exploration of web-based platforms such as chatbots</li> <li>• Use of radio and podcasts.</li> </ul> b) Development of communications protocols to support effective UNDP messaging on SARL's programme of support to the MNHRC. c) Train and mentor MNHRC staff on the Communications Plan d) Discussions with the SARL Project Manager to support activation of UNDP's communications plan. e) Identification of tools to measure reach and impact of the Stakeholder Engagement and Communications Strategy and to seek feedback from key stakeholders.	20	12/03/21	50%

Some adjustment to the nature of the deliverables required, target dates and payment percentage is possible and will be addressed on a needs basis. Review of work delivered, and certification of payments will be made by the SARL Project Manager.

## 5. Duty Station

The assignment will be delivered remotely since travel to Myanmar is not expected to be possible for some months due to COVID-19. Should the situation change parts of the assignment may be conducted in Yangon, in which case the assignment can be modified if all parties agree.

## 6. Administrative and Logistical Arrangements

- a. Reporting line:
  - The Communications Advisor will report progress against deliverables on a bi-weekly basis to the SARL Project Manager in Yangon.
- b. Logistical arrangements:
  - The working language of this assignment is English. Interpreters will be engaged by UNDP as and when required.
  - The contractor is expected to use their own mobile phone, office space and computer.

## 7. Required Qualification and Experience

Education:	Master's university degree in law, social sciences, development studies/management, human rights, or a related area.
Experience:	<ul style="list-style-type: none"><li>• Minimum 7 years of relevant professional experience in international development projects or programmes with a focus on communications</li><li>• Proven experience in the region, ideally in Myanmar (evidence of previous, similar work provided) in assisting client organisations to develop social media, radio and web content, ideally relating to development, public interest or human rights issues</li><li>• Experience developing organisational risk avoidance, minimisation and mitigation strategies, including through the use of communications</li><li>• Experience working with governmental and non-governmental clients, ideally including mentoring and training. Experience working with national human rights institutions is an advantage</li><li>• Familiarity with UN/UNDP systems, standards and processes for managing projects and programmes</li></ul>
Language Requirements:	Very high standard of spoken and written English

## 8. Recommended Presentation of Offer

Candidates should submit the following documents:

- a. Duly completed 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. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. *Note:* 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.

## 9. Criteria for selection

Offers received will be evaluated using a combined scoring method, where the qualifications of the Offeror will be weighted 70% (i.e. technical evaluation), and combined with the price offer, which will be weighted 30% (i.e. financial evaluation).

Technical Evaluation will be conducted based on a review of the applicant's qualifications (70 points) through a desk review. Only candidates obtaining a minimum of 70% (49 points) in the Technical Evaluation will be considered for the Financial Evaluation.

Evaluation criteria to be applied:

<b>Criteria</b>	<b>Points</b>
Relevant educational background	5
Minimum 7 years of relevant professional experience in international development projects or programmes, with a focus on communications	15
Proven experience in the region, ideally in Myanmar (evidence of previous, similar work provided) in assisting client organisations to develop social media, radio and web content, ideally relating to development, public interest or human rights issues	10
Experience developing organisational risk avoidance, minimisation and mitigation strategies, including through the use of communications	10
Experience working with governmental and non-governmental clients, ideally including mentoring and training. Experience working with national human rights institutions is an advantage	10
Familiarity with UN/UNDP systems, standards and processes for managing projects and programmes	10
Very high standard of spoken and written English	10
Financial Proposal	30
<b>Total Points</b>	<b>100</b>