United Nations Development Programme



**EXAMPLE TERMS OF REFERENCE – CAPACITY DEVELOPMENT AND TRANSITION PLANNING**

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| Job ID/Title: | Consultant – |
| Duty Station: |  |
| Category: | Global Fund Health Implementation Support Team, HIV, Health and Development Group |
| Additional Category: | Global Fund |
| Brand: | UNDP |
| Type of Contract: | Individual Contract (IC) |
| Category (eligible applicants): | External |
| Application Deadline: (Please allow at least one week) | 2020 |

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| Languages Required: | Arabic |  | English |  | French |  | Russian |  |
|  | Spanish |  | Chinese |  | Portuguese |  | Other: |  |

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| Starting Date: | 2020 |
| Duration of Contract (# of Days) : | Up to ? days |
| Expected Duration of Assignment: | **From**: 2020  **To**:2020 |
| Office facilities: | Home-based assignment etc. |

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| **Background**  UNDP is the knowledge frontier organization for sustainable development in the UN Development System and serves as the integrator for collective action to realize the Sustainable Development Goals (SDGs). UNDP's policy work carried out at HQ, Regional and Country Office levels, forms a contiguous spectrum of deep local knowledge to cutting-edge global perspectives and advocacy. In this context, UNDP invests in the Global Policy Network (GPN), a network of field-based and global technical expertise across a wide range of knowledge domains and in support of the signature solutions and organizational capabilities envisioned in the Strategic Plan.  Within the GPN, the Bureau for Policy and Programme Support (BPPS) has the responsibility for developing all relevant policy and guidance to support the results of UNDP's Strategic Plan. BPPS's staff provides technical advice to Country Offices, advocates for UNDP corporate messages, represents UNDP at multi-stakeholder fora including public-private dialogues, government and civil society dialogues, and engages in UN inter-agency coordination in specific thematic areas. BPPS works closely with UNDP's Crisis Bureau (CB) to support emergency and crisis response. BPPS ensures that issues of risk are fully integrated into UNDP's development programmes.  BPPS assists UNDP and partners to achieve higher quality development results through an integrated approach that links results-based management and performance monitoring with more effective and new ways of working.  BPPS supports UNDP and partners to be more innovative, knowledge and data driven including in its programme support efforts.”  UNDP is a founding cosponsor of the Joint UN Programme on HIV/AIDS (UNAIDS), a partner of the Global Fund to Fight AIDS, TB and Malaria, and a co-sponsor of several other international health partnerships. UNDP’s work on HIV, health and development, as described in the HIV, Health and Development Strategy 2016-2021: Connecting the Dots, leverages UNDP’s core strengths and mandates in human development, governance and capacity development to complement the efforts of specialist health-focused UN agencies. UNDP delivers three types of support to countries in HIV, health and development.  First, UNDP helps countries to mainstream attention to HIV and health into action on gender, poverty and the broader effort to achieve and sustain the Sustainable Development Goals. Second, UNDP works with partners to address the interactions between governance, human rights and health responses. Sometimes this is done through focused or specialized programmes, such as promoting attention to the role of the law and legal environments in facilitating stronger HIV responses, including the use of flexibilities in intellectual property law to lower the cost of medicines and diagnostics. UNDP also works to empower and include marginalized populations who are disproportionately affected by HIV, such as sex workers, men who have sex with men and people living with HIV. Beyond these focused efforts, UNDP plays a role in ensuring attention to HIV and health within broader governance and rights initiatives, including support to municipal action on SDGs, sustainable responses for Health and HIV such as improving sustainability of AIDS financing, sustainable health procurement, strengthening of national human rights institutions and increasing access to justice for key populations.  Third, as a trusted, long-term partner with extensive operational experience, UNDP supports countries in effective implementation of complex, multilateral and multi-sectoral health and development projects, while simultaneously investing in capacity development so that national and local partners can assume these responsibilities over time.  UNDP’s Partnership with the Global Fund  UNDP’s partnership with the Global Fund is an important part of this work, facilitating access to resources for action on SDG 3 by countries that face constraints in directly receiving and managing such funding. UNDP partners with countries in crisis/post-crisis situations, those with weak institutional capacity or governance challenges, and countries under sanctions. When requested, UNDP acts as interim Principal Recipient in these settings, working with national partners and the Global Fund to improve management, implementation and oversight of Global Fund grants, while simultaneously developing national capacity to be able to assume the Principal Recipient role over time. UNDP’s partnership with the Global Fund and other health partners (eg GAVI) is overseen by the Global Fund Health Implementation Support Team (GF/HIST)., HIV, Health and Development Group, Bureau of Policy and Programme Support  Results  Results supported by UNDP-managed Global Fund grants since 2003   * UNDP’s Global Fund portfolio has saved 4.5 million lives * 1.4 million people currently on HIV treatment (2018) * 911,000 cases of TB successfully treated * 79 million cases of malaria treated   These results are achieved with UNDP as interim Principal Recipient working with national partners some in challenging operating environments (COE).  Capacity Development and Health  [Capacity Development](https://www.undp-capacitydevelopment-health.org/en/capacities/) is central to all of UNDP’s work, with a focus on developing national systems for health, to ensure that country infrastructure, systems, and procedures are enhanced.  In the context of UNDP’s programme and policy support for health and development, capacity development represents a fundamental component that cuts across all areas of its work at the global, regional, and country level. This includes an emphasis on capacity development to improve the performance of national systems for health, ensuring quality, equity, efficiency, accountability, resilience, and sustainability in the delivery of health services.  A comprehensive capacity-development strategy of enhancing national systems for health, creates greater resilience and long-term sustainability of health sector investments. Training and technical assistance are vital elements of an integrated, coordinated and prioritized capacity develop and transition plan.  UNDP’s Capacity Development Offering  UNDP’s experience supporting joint efforts to strengthen systems for health in over 50 countries, along with its broad country presence and trusted relationships with governments and other partners, have allowed it to develop an “End to End” process for [capacity development](https://www.undp-capacitydevelopment-health.org/en/about-us/capacity-development/) delivering complete solutions.  UNDP’s Focus Areas for Capacity Development  UNDP’s focus on national systems [ensures that capacity gaps are identified](https://www.undp-capacitydevelopment-health.org/en/capacities/capacity-development-process/) in focus areas, analysed and fed into prioritized capacity development and transition plans, which are implemented and monitored against performance indicators.  The “End to End” process to assess, plan, implement and monitor capacity development for health focuses on the functional areas of; i) Programme Management; ii) Financial Management; iii) Health Information Systems; and iv) Procurement and Supply Chain Management. The integrated approach of strengthening systems for health for HIV, TB, malaria and health systems more broadly, reduces silos and increases synergies. The “End to End” process also involves reforming legal and policy environments, improving programme implementation and performance, as well as leveraging accountability and ownership.  Law, rights and policy support  UNDP’s law, rights and policy support guides country stakeholders and implementing partners on how to reduce inequalities, promote human rights, and create enabling legal, regulatory and policy environments for universal health coverage, to reach those left behind.  UNDP’s approach  UNDP provides guidance on how to reduce inequalities, promote human rights and gender equality and develop enabling law, rights and policy environments for inclusive governance for health, including for vulnerable populations and key populations, to protect the right to health, achieve universal health coverage and provide access to safe, affordable medicines and vaccines for all.  UNDP aims to support countries to implement health programmes, including reaching some of the most hard-to-reach populations, and to strengthen institutions to deliver essential services in challenging and high-risk country contexts. UNDP aims to achieve these goals through three interconnected areas of action;   1. reducing inequalities and social exclusion that drive HIV and poor health 2. promoting effective and inclusive governance for health 3. building resilient and sustainable systems for health   Health Programme Transition  The sustainable handover or “transition” of programmes being managed by UNDP to national entities is one of the main results of capacity development processes.  Capacity development activities are given top priority in all countries where UNDP is acting as an interim Principal Recipient (PR) and acting as a channel for donor funding to reach the implementation level, onward granting to both government bodies and civil society organizations. The aim is to transition management and implementation of these programmes to national entities once capacity in the national organization is strong.  UNDP has designed a range of tools, guidance and templates to support transition processes, which have been tested in a number of countries and can be adapted for the country context. UNDP works in partnership with country partners to build sustainable systems to enable transition of programmes to national entities.  The objective of a transition plan is to design a staggered process to allow for grant management responsibilities to move from UNDP to the national entities, developing capacity where required during this time.  While a capacity development plan is owned by the national entity, a transition plan is jointly owned and managed by both the national entity and UNDP. Both organizations have important responsibilities to ensure a successful and sustainable handover of the grant management role.  Where possible, planning for transition should be done at the same time as capacity development planning, to define the desired capacity in each area, and to set measurable [milestones](https://www.undp-capacitydevelopment-health.org/files/transition/Example-Objectives-and-Milestones-for-Transition-27.06.18.docx) for the transfer of responsibilities.  UNDP’s Transition and Sustainability Support  International funding of health programmes has been experiencing significant constraints over recent years, leading to the first moves to shift the financial burden of health programmes from external donors to sustainable domestic sources.  Experience shows that planning a [transition](https://www.undp-capacitydevelopment-health.org/en/transition/4-sustainability/) from donor to domestic support takes time and resources. Increasing domestic finances for health is essential for long-term sustainability.  There is often political advocacy needed to ensure that all interventions appropriate to a particular country’s disease epidemiology (including interventions that focus on some criminalized or marginalized key populations) are eventually transitioned to domestic financing. This can be challenging if enabling policies, practices and laws are not in place.  UNDP provides support where there is a need to change legislation to allow for the public sector to contract with non-public sector providers, such as civil society organizations (CSOs), known as [“social contracting“](https://www.undp-capacitydevelopment-health.org/en/transition/social-contracting/). Social contracting is a financing option by which governments finance programmes, interventions and other activities implemented by civil society actors, and can be crucial to the success of health programmes in countries where key populations are disproportionately affected by the three diseases and are often criminalized or marginalized. UNDP strengthens CSO capacities while donors are still present to ensure that CSOs are prepared for both service delivery and advocacy activities and are able to deliver services adequately and to advocate for their sustained financing after the exit of external financing.  Capacity Development and Transition Consultant  Under the overall supervision of the PMU Manager the GF/HIST Capacity Development and Transition Adviser, the consultant shall play a key role in the Capacity Development and Transition assessment and planning process in providing technical support services and facilitation to UNDP Country Offices (COs) implementing health programmes, together with the MOH, CSOs and other key national entities and stakeholders. The Capacity Development and Transition Consultant will work in coordination with GF/HIST and in close collaboration with COs, Regional Bureaus (including Hubs), Office of Audit and Investigations, Global Fund, and other health stakeholders (GAVI, WHO, UNICEF, WFP). |

Country Background:

*Information on the country context and the specific Global Fund grants being implemented…*

Objective of the Consultancy

The overall objective of this consultancy is to support and facilitate a Capacity Development and Transition Assessment and Planning Process, and to develop a costed Capacity Development and Transition Plan with clear, measurable milestones.

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| **Duties and Responsibilities:**  Under the overall supervision of *XXXX* the Capacity Development and Transition Consultant will be responsible for the following:   1. Conduct a desk review of existing diagnostics including previous capacity development plans, audit reports, management letters, LFA assessments etc. 2. Support the adapting, developing and utilising of Capacity Development and Transition templates/tools taking into account the country context and the requirements at national and international level. 3. Design a participatory Capacity Development and Transition planning process. 4. Facilitate and support the participatory Capacity Development and Transition assessment and planning process with national stakeholders and partners. 5. Prepare a draft Capacity Development and Transition Plan with; i) Transition Milestones; ii) a baseline or rationale; iii) CD and Transition Activities; iv) Outcomes; v) Measurement; vi) Responsible; vii) Work Plan and viii) Budget based on the participatory planning process. 6. Facilitate a review of the draft Capacity Development and Transition Plan with stakeholders, identifying priorities, who will be responsible and the implementation work plan. 7. Produce a revised Capacity Development and Transition Plan with activities, outcomes, timelines, responsibilities and budget. 8. Produce a monitoring plan and a results framework with measurable [transition milestones](http://www.undp-globalfund-capacitydevelopment.org/en/transition/process-for-transition/example-milestones/). 9. Produce final draft of Capacity Development and Transition Plan for approval / endorsement. 10. Produce a Narrative Report documenting the CD and Transition assessment and planning process. 11. Develop a [Transition Strategy](http://www.undp-globalfund-capacitydevelopment.org/en/transition/transition-strategy/) which should include; the transition options selected together with the rationale for the decisions made; an action plan for the transition process, including timelines for each of the functions and grants This can be integrated into the Capacity Development plan.   Expected Deliverables:   * Capacity Development and Transition Planning materials, templates/tools. * Draft Capacity Development and Transition Plan for review by participants, CCM and the Global Fund with; i) Transition Milestones; ii) a baseline or rationale; iii) CD and Transition Activities; iv) Outcomes; v) Measurement; vi) Responsible; vii) Work Plan and viii) Budget. * Final Capacity Development and Transition Plan approval and endorsement by the CCM and the Global Fund with; i) Transition Milestones; ii) a baseline or rationale; iii) CD and Transition Activities; iv) Outcomes; v) Measurement; vi) Responsible; vii) Work Plan and viii) Budget * Monitoring and Evaluation Plan. * Transition Strategy with measurable milestones (can be integrated into Capacity Development Plan). * Narrative Report on the Capacity Development and Transition Planning process and outputs. * A short case study of the Capacity Development and Transition planning process.   **Reporting**: The consultant will report to the GF/HIST PMU Manager and the Capacity Development and Transition Adviser.  **Travel:**  Travel will be determined based upon a common agreement between UNDP and the Individual consultant. All travel costs will be covered by UNDP according to its rules and regulations. Travel, payment of travel costs including tickets, lodging and terminal expenses will be agreed upon, between UNDP and the Individual Consultant, prior to travel and will be covered and paid by UNDP.  The fare will always be “most direct, most economical” and any difference in price with the preferred route will be paid for by the expert.  **Evaluation:**  Applicants will be screened against qualifications and competencies specified below through a desk review. Applicants will be evaluated based on a cumulative analysis method that combines the results of technical and financial evaluation results.  Technical evaluation Criteria (maximum 70 points)  **Education:**   * Degree or equivalent in Political Science, Public Policy, Public Administration, Business Administration, Social Sciences or a related field is required.   **Experience:**  Criterial 1: Minimum 5 years of working experience on issues related to organisational development or institutional strengthening for the public sector. – 20 points  Criteria 2: Relevant work experience in capacity development of institutions in the context of strengthening national systems is required. – 15 points  Criteria 3: Work experience in a development context is essential. – 10 Points  Criteria 4: Written and verbal fluency in *XXXX* is essential. – 5 points  Criteria 5: Experience in working for an international organisation and/or UNDP is required. – 10 points  Criteria 6: Experience of working and/or knowledge of the Global Fund for HIV, TB and Malaria, is an asset. – 10 points.  **Financial Evaluation Criteria (maximum 30 points)):**  p = y (µ/z), where  p = points for the financial proposal being evaluated  y = maximum number of points for the financial proposal  µ = price of the lowest priced proposal  z = price of the proposal being evaluated |

**Payment Method**:

Payment: **All-inclusive Daily Fee**

• The consultant will be paid as a daily rate (based on the number of days worked).

• Payments will be based on the Certificate of Payments that will be submitted on a monthly basis;

• Time Sheet will be attached and verified by the direct supervisor; and

• Final tranche upon performance evaluation from the direct supervisor.

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| **Competencies:**  **Functional Competencies:**   * Strong communication skills, including ability to produce high quality practical advisory reports and knowledge products,   **Project and Resource Management:**   * Ability to work independently, produce high quality outputs.   **Partnership building and team work:**   * Demonstrated flexibility to excel in a multi-cultural environment. * Provides constructive coaching and feedback.   **Communications and Advocacy:**   * Strong ability to write clearly, adapting style and content to different audiences and speak clearly and convincingly. * Strong presentation skills in meetings with the ability to adapt for different audiences. * Strong capacity to communicate clearly and quickly. * Strong inter-personal, negotiation and liaison skills |

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| **Qualifications:**   * Minimum 5 years of working experience on issues related to organisational development or institutional strengthening for the public sector. * Relevant work experience in capacity development of institutions in the context of strengthening national systems is required. * Work experience in a development context is essential. * Written and verbal fluency in *XXXX* is essential. * Experience in working for an international organisation and/or UNDP is required. * Experience of working and/or knowledge of the Global Fund for HIV, TB and Malaria, is an asset.   Language Requirements:   * Fluent in XXXX and XXXX * Knowledge of a second UN language is an asset |

Summary of Activities

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| **Activities** | **Number of Days** |
| Country level Capacity Development Support |  |
| Home Based Support |  |
| **Total** |  |

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| **GUIDELINES FOR APPLICATION:**  **Guidelines for Applications:**  Interested applicants are advised to carefully review this advertisement and ensure that they meet the requirements and qualifications described.  Qualified candidates are requested to apply online via this website. The application should contain:   * **Signed and Updated Personal History Form (P11). The template can be downloaded from this link**: <http://sas.undp.org/documents/p11_personal_history_form.doc>). **Applications without a signed P11 will not be considered.** * [Letter to UNDP Confirming Interest and Availability](http://procurement-notices.undp.org/view_file.cfm?doc_id=29916) indicating financial proposal   \*Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. rent of dwelling, fee, health insurance, vaccination, visa costs and any other relevant expenses related to the performance of services...). All envisaged costs (except of the unforeseen travel costs for missions, if any) must be included in the financial proposal. Unforeseen travel costs for missions, if any, will be paid separately according to UNDP rules and regulations. All envisaged travel costs must be included in the financial proposal. Per diems cannot exceed UN DSA rates (<http://icsc.un.org/rootindex.asp>).  **Security**: Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under <https://trip.dss.un.org>  Incomplete applications will not be considered. Please make sure you have provided all requested materials.  Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process. |

**ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS is provided here:** [**http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf**](http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf)

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