United Nations Development Programme



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

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| **Job Title:** |  |
| **Duty Station:** |  |
| **Type of Contract:** |  |
| **Application Deadline:** |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Languages Required:** | Arabic |  | English |  | French |  | Russian |  |
|  | Spanish |  | Chinese |  | Portuguese |  | Other….. |  |

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| --- | --- |
| **Starting Date :** |  |
| **Duration of Contract :** |  |

**Background:**

The United Nations Development Programme (UNDP) is the UN’s global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life, as envisaged by 2030 Agenda for Sustainable Development. We are on the ground in more than 170 countries and territories, working with governments and people on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners that can bring about results.

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 and help countries to achieve the Sustainable Development Goals. 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, South-South and Triangular cooperation initiatives, and engages in UN inter-agency coordination in specific thematic areas.

BPPS supports UNDP’s 2014-2017 Strategic Plan, focusing on 7 outcomes including strengthening institutions to progressively deliver universal access to basic services (outcome 3). The HIV, Health and Development Group (HHD), within BPPS, is helping to contribute towards this outcome.

**UNDP HIV, Health and Development Strategy 2016-2021**

UNDP’s commitment to HIV and other major health challenges is based on the principles that health is both a driver and outcome of development, and that actions across a wide range of development sectors have a significant impact on health outcomes.

UNDP’s work in HIV and health contributes to the [Sustainable Development Goals](https://sustainabledevelopment.un.org/sdgs) by addressing the social, economic and environmental determinants of health, health-related inequalities and governance for health. UNDP’s work in these areas is outlined in its [HIV, Health and Development Strategy 2016-2021](http://www.undp.org/content/undp/en/home/librarypage/hiv-aids/hiv--health-and-development-strategy-2016-2021.html).

The strategy encompasses three inter-related action areas, each of which includes three priorities:

**Action Area 1:** Reducing inequalities and social exclusion that drive HIV and poor health.

**Action Area 2:** Promoting effective and inclusive governance for health.

**Action Area 3:** Building resilient and sustainable systems for health.

**HIV, Health and Development Approach**

UNDP is a founding co-sponsor of the Joint UN Programme on HIV/AIDS (UNAIDS), a partner of the Global Fund to Fight AIDS, Tuberculosis and Malaria, and a co-sponsor of several other international health partnerships. UNDP’s work on HIV, health and development leverages the organisation’s core strengths and mandates in human development, governance and capacity development to complement the efforts of specialist health-focused UN agencies.

**UNDP’s Partnership with the Global Fund**

The Global Fund achieves its goals through a broad range of partnerships, including with the United Nations family. UNDP partners with the Global Fund to support and strengthen national responses to HIV, Tuberculosis and malaria. The objective is to ensure access to quality health services for all, and enable all those living or affected by the diseases to live healthy, productive lives. The partnership leverages UNDP’s mandate to strengthened institutions to deliver universal access to basic services and rebuilding resilient health services in crisis and post-crisis settings.

* UNDP supports the implementation of Global Fund programmes on an interim basis in countries facing significant capacity constraints, complex emergencies, donor sanctions, or other difficult circumstances;
* Develops national capacity and strengthens national systems to gradually reduce the need for UNDP implementation support and to transfer the role of Principal Recipient to national entities when circumstances permit;
* Transforms national responses to the 3 diseases by providing policy and technical support in areas of UNDP expertise and mandate, such as human rights, gender, sustainable financing and environmental sustainability, and reaching key populations at higher risk

UNDP is requested to serve as the Global Fund’s Interim Principal Recipient (PR) in countries facing a wide variety of special challenges, including serious capacity constraints, post-crisis or complex emergencies, weak governance and accountability, grant implementation difficulties and financial irregularities, donor restrictions, or other exceptional circumstances. UNDP only serves as an Interim PR when a national entity cannot fulfil this role, as determined by the [Country Coordinating Mechanism](http://www.theglobalfund.org/en/ccm/) and/or the Global Fund, including in countries under the Global Fund’s [Additional Safeguards Policy](http://www.theglobalfund.org/documents/core/manuals/Core_OperationalPolicy_Manual_en/) (ASP).

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| **UNDP Results**  UNDP has [contributed to saving 2.5 Million lives](http://www.undp-globalfund-capacitydevelopment.org/en/our-results/) through the UNDP-GF Partnership. As of July 2016, UNDP is managing 39 grants in 22 countries, as well as 3 regional grants in South Asia, Asia Pacific and Africa. The current total value of the portfolio in signed grant agreements is $1.7 billion. Total portfolio expenditure in 2015 was US $423 million.  UNDP consistently outperforms other implementers of Global Fund grants. Fifty four percent of UNDP grants are currently rated A1 or A2 (‘exceed’ or ‘meet expectations’) by the Global Fund, compared to thirty-nine percent for grants managed by other partners, despite the fact that UNDP is operating in some of the most difficult country contexts.  UNDP’s Global Fund portfolio has saved **2.5 million lives** in its support to countries, including children and young adults in their most productive years who would have otherwise succumbed to the three diseases, sparing countries the devastating socio-economic impact at both community and national levels of such massive mortality.  Beyond this programme implementation role, the past few years have seen a further deepening in UNDP’s engagement with the Global Fund on [human rights](http://www.undp-globalfund-capacitydevelopment.org/en/critical-enablers/), key populations, gender, [capacity development of systems for health](http://www.undp-globalfund-capacitydevelopment.org/en/functional-capacities/), sustainable financing, and other key strategic issues.  **UNDP and Capacity Development**  While managing Global Fund grants, UNDP simultaneously works to develop the capacity of governments and/or civil society organisations to serve as PRs when circumstances permit. It works to develop national capacity with a focus on long-term sustainability, leveraging UNDP’s global experience and its expertise in capacity development.  [Capacity Development](http://www.undp-globalfund-capacitydevelopment.org/en/functional-capacities/understanding-capacity-development/) is central to all of UNDP’s programmes, especially through setting up flexible implementation arrangements, giving SRs increasing levels of responsibility, and through the design of the implementation arrangements which ensure that national systems are used for key functions such as programming, Monitoring & Evaluation (M&E), forecasting and supply chain management. Utilisation of national systems helps to strengthen them. |

**UNDP Global Fund Capacity Development Toolkit:**

The Capacity Development Toolkit <http://www.undp-globalfund-capacitydevelopment.org/> provides a platform to further respond to the growing opportunities to strengthen national disease responses for HIV, TB and Malaria.

**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 facilitate a Capacity Development Planning Process, and to develop a costed Capacity Development Plan with clear, measurable outputs.

**Duties and Responsibilities**

Under the overall supervision of the *XXXX* the Consultant will be responsible for the following:

1. Conduct a desk review of existing diagnostics including previous capacity development work and LFA assessments.
2. Support the adapting, developing and utilising of capacity development templates/tools.
3. Facilitate a rapid Capacity Development participatory planning process with national stakeholders and partners.
4. Prepare a draft Capacity Development Plan with Action Plan and Budgets based on the participatory planning process.
5. Facilitate a review of the draft Capacity Development Plan with stakeholders, identifying priorities, who will be responsible and the implementation work plan.

Following feedback on the Draft Capacity Development Plan make final revisions to the document:

1. To ensure that Key Affected Populations needs are represented in the above process and reflected in the capacity development actions.
2. To develop and produce priority TORs to enable the implementation of the capacity development plan.
3. To produce a short case study documenting and communicating the approach used to develop and finalise the Capacity Development Plan.

**Expected Deliverables**:

1. Capacity Development Planning templates/tools.
2. Capacity Development Plan with activities, time lines, budget and outputs.
3. Report on the Capacity Development planning process.

**Reporting:** The consultant shall report to *XXXX.*

All expected deliverables will be submitted to *XXXX* for final approval.

**Summary of Activities**

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

**Competencies:**

**Corporate:**

* Demonstrates integrity by modeling the UN’s values and ethical standards.
* Promotes the vision, mission, and strategic goals of UNDP.
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Functional:**

* Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products,
* Professional and/or academic experience in one or more of the areas of international development, public health or related field.

**Project and Resource Management:**

* Ability to produce high quality outputs in a timely manner while understanding and anticipating the evolving client needs.
* Strong organisational skills.
* Ability to work independently, produce high quality outputs.

**Communications and Advocacy**:

* Strong ability to write clearly and convincingly, adapting style and content to different audiences and speak clearly and convincingly.
* Strong analytical, research and writing skills with demonstrated ability to think strategically.
* Strong inter-personal, negotiation and liaison skills.

**Qualifications:**

**Education:**

* Degree or equivalent in Political Science, Public Policy, Public Administration, Business Administration, Social Sciences or a related field is required.

**Experience:**

* 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 Requirement:** *XXXX*

**GUIDELINES FOR APPLICATION**

*Filled P11 form or CV and Financial Proposal.*

Incomplete applications will not be considered. Please make sure you have provided all requested materials. **UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**

**Travel: *Country – Number of missions x Number of days for each mission.***

All envisaged travel costs must be included in the financial proposal. In general, UNDP does not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel.

**Evaluation:** *Detail how applicants will be evaluated.*

**Payment:** Lump sum payment based on deliverables.

ANNEX 1 - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS is provided here: <http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>