



## UNDP APRC TERMS OF REFERENCE

<b>Title:</b>	Staff Mentoring Scheme Support Consultant
<b>Type of Contract:</b>	Individual Contractor
<b>Duration:</b>	March 2012 – February 2013 for maximum of 30 working days
<b>Duty Station:</b>	Home based with travel to Bangkok Thailand for face-to-face meeting

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### 1. Background

UNDP has embarked on an organizational change aiming to help countries achieve transformational change by becoming a world class development organization well positioned to help address the new and emerging challenges of our time. Regional Bureau for Asia-Pacific (RBAP) is fully committed to the implementation of the corporate Agenda for Organizational Change and has identified several key components to advance it in the Asia-Pacific region. RBAP recognises that to achieve transformational change and results in the region, the key assets are the human resources in the UNDP Country Offices. Consequently, a key element of RBAP's thrust to move ahead is the appropriate investment to further strengthen the capacities of its staff. In this regard, several key initiatives are being proposed including Staff Technical Enhancement Programme (STEP).

STEP is a new *mentoring programme* to develop the knowledge and technical capacities of UNDP national staff in RBAP Country Offices. In parallel to the on-going Country Office to Country Office exchanges, this programme will provide a structured mechanism to meet some of the demand for the continuous learning and on-the-job mentoring for the period of 12 months. The mix of mentoring and international assignments outside of national staff duty station included in the STEP will provide opportunities to increase individual experience and networks in their field of technical expertise, greatly contributing to the country office capacities and to the regional Communities of Practice. To achieve this, a pool of mentors has been established from among the technical advisors and experts in the UNDP Asia-Pacific Regional Centre.

### 2. Objectives of the Assignment

The objective of this assignment is twofold. Firstly, the staff mentoring scheme support consultant will design and facilitate a tailor-made training for the pool of identified mentors. Expected number of the mentors to be trained is 15. Secondly, the consultant will develop the mentoring monitoring and assessment framework to capture expectations both on side of mentors and mentees, monitoring of the progress of the mentoring engagement 3 and 6 months into its launch and assess the quality and results of the mentoring engagement at its conclusion (one year).

Up to 6 days of the assignment will be dedicated to advise on the specific issues that may arise during the mentoring implementation period of 12 months.

### 3. Scope of Work

<b>The assignment will focus on the following areas and activities:</b>	<b>Estimated Time Required</b>
Under the guidance of UNDP APRC, the consultant will carry out the tasks as detailed below in support of the STEP mentoring scheme.	
<p><b>1. Design and facilitate initial tailor-made training for the pool of mentors (up to 15 people):</b></p> <ul style="list-style-type: none"> <li>a. Design the training focus, scope and curriculum, including training materials;</li> <li>b. Carry out the mentors' pre-training skills assessment;</li> <li>c. Manage and facilitate the training (2-3 days);</li> <li>d. Carry out and analyse the post-training skills assessment;</li> <li>e. Carry out and analyse one post-training monitoring 3 and 6 months after the training;</li> </ul>	<b>40%</b>
<ul style="list-style-type: none"> <li>f. Organize minimum one focus group session with mentors to collect their feedback and experience within the initial 6 months of the year-long programme.</li> </ul> <p><b>2. Develop the mentoring assessment and monitoring framework:</b></p> <ul style="list-style-type: none"> <li>a. Design, carry out and analyse the self-assessment of mentees skills gaps, strengths and expectations prior to the start of the engagement;</li> <li>b. Prepare an individualised hand-over note on the mentees' skill gaps, strengths and expectations to the respective mentors and focal points;</li> <li>c. Provide advice to mentors on design of the mentoring workplan, if required;</li> <li>d. Carry out and analyse assessment of the mentees' satisfaction after 6 months and 12 months of the engagement;</li> </ul>	<b>40%</b>
<p><b>3. Provide ad-hoc on-line advice to mentors as required. This may include:</b></p> <ul style="list-style-type: none"> <li>a. Advise on the design of the initial mentoring plans;</li> <li>b. Trouble-shoot on any issues that might arise during the mentoring;</li> <li>c. Advise the manager of the scheme on any adjustments during its implementation and propose improvements for the next one.</li> </ul>	<b>20%</b>
	<b>Total: up to 30 working days (for the period of 12 months)</b>

#### 4. Duration of Assignment, Duty Station and Expected Place of Travel

**Duration of Assignment:** March 2012 – February 2013 for maximum of 30 working days

**Duty Station and Expected Place of Travel:** Home based with travel to Bangkok Thailand for face 2 face meeting

#### 5. Deliverables/Output

In line with areas and activities outlined above under assignment scope, the consultant will be expected to deliver the following outputs.

Completed Products Under Each Area and Activity	Indicative time frame
1a) Training curriculum, training materials and training delivered. Analysis of the pre-training and post-training self-assessments;  1b) Summary of the monitoring assessment 3 and 6 months after the training and summary and analysis of the focus group discussion with recommendations.	Within one month of the start of the assignment  Latest 7 months after the launch of the scheme or as required (in case of the focus group)
2a) Questionnaire and summary of the self-assessment analysis; 2b) Individualised hand-over note on the mentees' skill gaps, strengths and expectations  2c) Summary of the mentees' self-assessment 6 months after the training  2d) Summary of the mentees' self-assessment 12 months after the training	Within one month of the start of the assignment  Latest 7 months after the launch of the scheme  Latest 13 months after the launch of the scheme
3a) Prepare the final report to the manager of the scheme proposing any adjustments to the mentoring scheme	Latest 13 months after the launch of the scheme

#### 6.Provision of Monitoring and Progress Control

The above task will be jointly supervised by the Management Support Unit Team Leader.

#### 7.Degree of Expertise and Qualifications

- University degree in psychology, social sciences, human resource management or related discipline;
- Over 7 years' professional experience in providing support and advice on coaching, mentoring and human resources development, including learning and training;
- Proven experience of the past assignments similar in scope and scale to the above-proposed one;
- Proven track record as a trainer/mentor, including in distance and/or on-line mentoring;

#### 8.Personal and attitudinal requirements

- Excellent communication and interpersonal skills and experience in working effectively in a multicultural environment;
- Professionalism and ethical behaviour: ability to record, maintain and convey sensitive information without and ability to reconcile difference in opinion.
- Teamwork: ability to establish and maintain effective working relations as a team member, in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.
- Communications: excellent interpersonal and communication skills with the management and staff.

Please visit <http://www.undp.or.th/aboutus/jobs.html> to see full job descriptions. Interested persons should submit a detailed resume, and UN Personal History Form (P11) with a cover letter clearly stating the position title and indicate daily rate of professional fee by 26 February 2011. Women candidates are encouraged to apply. Kindly send the application to:

Procurement Unit

G.P.O Box 618, Bangkok 10501 or email to: [rcb.procurement.th@undp.org](mailto:rcb.procurement.th@undp.org)

Only shortlisted candidates will be notified