



Montenegro

TERMS OF REFERENCE

Job title: NHDR lead author
Type of position: National, short/term; part-time
Post reference: MNE/10/035
Duty station: Podgorica, Montenegro and home-based
Duration of Appointment: June, 2010 – August 2011
Contract type: Special Service Agreement
Deadline for application: Wednesday, 9th June 2010, CoB

i. Background

National Human Development Reports (NHDR): Human development is about much more than the rise or fall of national incomes and economic growth. It is about creating an environment in which people can develop their full potential. The most basic capabilities for human development are to lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available, and many opportunities in life remain inaccessible. Development is thus about expanding choices for people.

The UNDP's Human Development Report tackles global development priorities and it is an independent work. It is commissioned by and is the product of a selected team of leading scholars, development practitioners and members of the Human Development Report Office of UNDP. The NHDR, similarly, are country-specific policy and analytical papers which address development priorities and challenges of a given country where UNDP is active. For examples and more information, please log to: <http://hdr.undp.org/en/>

NHDR 2011: 'People are the real wealth of the country' How rich is Montenegro (working title)

Human capital is usually being defined in narrow terms with explicit focus on integration into the labor market, adaptability to economic environment and applicability to employment challenges. From human development perspective however this is not appropriate approach, and hereby we'd start from a broader definition of human capital, as the **integrity of knowledge, skills, values and experience of people that make them more productive, both economically and in terms of achieving non-economic fulfillment.**

Montenegro has experienced a major change over the last two decades. It entailed also change in human capital, its composition, relative weight of individual components, the mechanisms of building human capital stock and its depletion. The process of human capital formation was evolving responding to a "moving target" – the rapid systemic change of the society.

On its path to EU accession the issue of human capital will be gaining increasing significance. Politicians often tend to repeat that "people are the real wealth" of their countries. What does it exactly mean? How is

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this wealth being accumulated and utilized is still an open issue with explicit practical and political implications. This is also a valid reason for analyzing the issue of human capital in depth in this NHDR - estimating the existing human capital stock, its dynamics in the process of transition (patterns of accumulation and depletion), the institutional aspects of the process and the extent to which both the stock and the mechanisms driving its formation are reflecting the country's long-term vision and priorities.

The report will consider the **status** of human capital in Montenegro, the **trends** in its formation/depletion since the beginning of transition, the **institutional mechanisms** involved and it will make recommendations on improving the efficiency of human capital formation and utilization. The analysis – and the recommendations in particular – will be constructed against the background of the **vision** of Montenegro in 15-20 years from now.

In order to provide relevant analysis of today's challenges, the NHDR would have to root in a historical perspective. Thus can be done both in a separate **introductory chapter** or can be mainstreamed in individual chapters as introductory sections.

It is too premature to determine the **structure** of the report. At this point it is more appropriate to talk about substantive blocs that would be necessary to have. These are:

- Definitions of human capital – existing thought on the issue, the specific choice made by the authors team and its justification
- Quantifying human capital – overview and comparative analysis of approaches to measuring human capital; feasibility of sound measurement; necessary data; HC Index and correlations with other HD indicators (both historical trends as well as group-level distributions)
- The starting point – human capital in the first years of transition. Overview of the inherited stock of human capital after the beginning of transition. Sector specific aspects (demographic, education, skills, values).
- Evolution of human capital stock in the course of the two decades. Human capital and the 'moving target' of human capital formation (evolving parameters of the 'demand' for human capital, both due to the transformation as well as globalization)
- Major sector reforms and their implications for human capital (education, health, labor market). 'Soft' aspects of human capital (entrepreneurship, costs of entry/exit into markets, values and attitudes)
- Institutional aspects of human capital formation and depletion/utilization; current determinants of human capital formation and depletion. Do the systems and institutions work? If now, where exactly are the deficits?

The NHDR is due to be launched in July 2011.

ii. Duties and Responsibilities

The Lead author shall work in close consultation with and report to the NHDR Project Manager within UNDP CO Montenegro. The lead author's key responsibilities are, as follows:

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- To elaborate a vision of the topic (NHDR: 'People are the real wealth of the country' How rich is Montenegro) and develop the outline based on the initial outline frame provided by UNDP
- To be disciplining the individual authors in terms of academic rigor and meeting deadlines.
- S/he is expected to put together a consistent text out of the individual authors' submissions.
- In consultation with the Project Manager, incorporate relevant inputs and comments obtained within public consultations, discussion, stakeholders' consultations and peers' reviews.
- Take part in the NHDR launch – UNDP may request to present in the launch or during the participatory NHDR's development process
- Deliver per the deadlines/timeframes set by UNDP
- Ensure proper employment of text boxes, graphic, messages and data using very practical ones;
- To ensure the entire NHDR document in accordance with guidelines provided within NHDR Toolkit <http://78.136.31.142/external/toolkit/contents/tools.html>
- To ensure the language of the report is understandable to widest audience, in line with HDR's language requirements.

Expected outputs: finalized outline; conceptual chapter introducing the topic (1st Phase by October 2010); comprehensive text of the report in three drafts; summary of the report (to be published as a separate brochure); Power Point presentation for the public presentations of the report (and launch) and set of media appearances (2nd Phase by August 2011)

Independence and quality of analysis:

- Ensure synergy between analysis and data and a balance between description and analysis
- When drafting do analysis and policy recommendations within the context of the country's background and existing system, policies, strategies/programming
- Analyze the theme from a human development perspective
- Undertake and present a critical evaluation of relevant and existing policies
- Undertake an analysis of policy alternatives, containing recommendations/options that are clear, concrete and realistic
- Suggest institutions and procedures necessary for implementing policy options/change

Timing of the work: The consultant will be engaged under short Special service agreement on part time bases immediately after the completion of the recruitment procedure. The tentative date of engagement will be in the period between mid of June 2010 to late October 2010, with possibility of extension for the second phase (October 2010 – August 2011) if after the first phase competition rated with excellent or very good rates. The consultant outside of duty station will be required to undertake approximately two visits to Podgorica, Montenegro each month during the above mentioned period.

iii. Competencies:

- Demonstrates integrity by modeling the United Nations values and ethical standards;
- Commitment to UNDP's mission, vision and values;

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- Sensitivity to cultural, gender, religion, race, nationality and age differences;
- Ability to work both independently and in a team;
- Focus on impact and results and responds positively to feedback ;
- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to collect and analyze data from a quantitative and qualitative perspective;
- Highly organized, detailed oriented;
- Ability to integrate knowledge and find ties among various socio, economic, demographic, institutional, systematic issues;
- Excellent verbal/written communication skills.
- Self-initiative, resourcefulness, tact, and flexibility;
- Excellent coordination and presentation skills;
- Punctuality with producing outputs;

iii. Special Considerations

1. *Confidentiality*: The Local Consultant undertakes to maintain confidentiality on all information that is not the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment. All related materials/questionnaires collected in the market will be used for the purpose of this assignment only. The Consultant shall submit to the UNDP complete material. The materials remain will be the property of the UNDP.
2. Written materials produced as per this ToR are considered to be UNDP ownership i.e. the texts are regarded as commissioned background papers. Therefore, the texts could be subject of rewriting or editing for sake of consistency with the overall NHDR's context, language and style and for the report's messages powerful reinforcement. This is to clarify that a HDR represent a consensus, but the final report is not a "consensus document" where all the institutions and individuals involved must align their varied views¹.
3. Gender analyses are mandatory and should be cross cutting. Each of the chapters/topics should dedicate a reference to indicate differences experienced by women and men i.e. to provide references how human capital context impact men/women.

v. Qualification and experience

- Postgraduate degree in social sciences (sociology, history, political sciences (ideally all three) human rights, economy, social security).
- Minimum 3 years of relevant experience and good aptitude to analyze data and excellent writing and analytical abilities
- Familiarity with Human Development Report concept and/or similar UN/EU knowledge products

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- Proven experience in writing practical reports/articles/papers related to the topic; experience in writing on human capital and/or related topic
- Experience in drafting/publishing with UNDP or other UN, EU entities is an asset
- Knowledge of related Montenegrin system, setting, circumstances and development context is requirement
- Required language Montenegrin.
- Proficiency in English is highly desirable but not obligatory.

vi. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org Wednesday, 9th June 2010, CoB .

The application should contain:

1. *Duly completed **Personal History Form (PH)** can be downloaded from <http://www.undp.org.me/files/jobs/index.html>*
2. *Cover/Motivation Letter*

*The short-listed candidates only would be requested to submit a **letter of interest including a price quotation** indicating the lump sum (in EUR), separately for the first and the second stages requested for the work and travel (only for outside Podgorica based applicants) envisaged in the section "Duties and Responsibilities".*

UNDP is an equal opportunity employer.

ⁱ As per HDR Toolkit – UNDP Human Development Report Unit - <http://hdr.undp.org>