



Montenegro

TERMS OF REFERENCE

Job title: NHDR Contributors

Type of position: National (2) International (1); part-time

Post reference: MNE/10/037

Duty station: Podgorica, Montenegro and home-based

Duration of Appointment: July, 2010 – April, 2011

Contract type: Special Service Agreement

Deadline for application: Monday, 21st 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 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 -

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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 some **six substantive blocs** that would be necessary to have. These are:

1. Definitions of human capital – existing thought on the issue, the specific choice made by the authors team and its justification
2. 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)
3. 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).
4. 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)
5. 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)
6. Institutional aspects of human capital formation and depletion/utilization; current determinants of human capital formation and depletion. Do the systems and institutions work? If not, where exactly are the deficits?

The NHDR is due to be launched in July 2011.

ii. Duties and Responsibilities

The Contributors shall work in close consultation with the Lead Author of NHDR and NHDR Project Manager within UNDP CO Montenegro. The Contributors key responsibilities are, as follows:

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- To write and elaborate an analysis (background paper), on some of the specific topics i.e. listed six substantive blocks – section 1 of this ToR, that will be integrated into the NHDR. The papers need to be in line with the NHDR's outline to be provided by UNDP
- Liaise with other contributors, the NHDR Lead Author to ensure conceptual consistency and avoid duplications
- In consultation with the other Contributors and the Lead Author suggest which relevant data are missing
- Provide written comment on the other Contributors and the Lead Author inputs
- In consultation with the NHDR Project Manager and Lead Author, incorporate relevant inputs and comments obtained within public consultations, discussion, stakeholders' consultations and peers' reviews.
- UNDP may request Contributor/s to take part, make presentation in the NHDR promotion, launch, presentation during the 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 contribute the paper is 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: background paper on specific topic/s (1st phase by October 2010); comments on others' inputs and on the overall work on draft NHDR (by April 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 missing data for their production
- Indicate institutions and procedures necessary for implementing policy options/change

Timing of the work: The Contributor will be engaged under Special Service Agreement (SSA) on part-time bases immediately after the completion of the recruitment procedure. The tentative date of engagement will be in the period end of June 2010 to April 2011 if after the 'background paper' submission rated with excellent or very good rates. The local consultant outside of duty station will be required to undertake approximately two visits to Podgorica, Montenegro each month during the above mentioned period. The International consultant will be required to undertake one mission to duty station, total 3 overnights.

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iii. Competencies:

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

iv. Special Considerations

- Confidentiality: The 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.
- 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.
- 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. Qualifications and experience

- Postgraduate degree in social sciences: sociology, history, political sciences and similar (depending on the specific thematic area of responsibility).
- Minimum 3 years of relevant experience and good aptitude to analyze data and excellent writing and analytical abilities

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- Familiarity with Human Development Report concept and/or similar knowledge products is an asset
- Proven experience in writing practical reports/articles/papers;
- Experience in drafting/publishing with UNDP or other UN, EU entities is an asset
- Knowledge of the related Montenegrin system, setting, circumstances and development context
- 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 Monday, 21st June 2010, CoB.

The application should contain:

1. Duly completed **Personal History Form (PII)** can be downloaded from <http://www.undp.org.me/files/jobs/index.html>
2. **Cover/Motivation Letter – pls. indicate and briefly justify which two of the six blocks of topics (section 1 of this ToR) you would be interested to work on.**

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

UNDP is an equal opportunity employer.

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