

## TERMS OF REFERENCE

- A. Job title:** Consultant for supporting Human Resource Unit of the Ministry of Foreign Affairs
- B. Type of position:** National
- C. Post Reference:** MNE/10/041
- D. Duty Station:** Podgorica, Montenegro
- E. Bureau/Office:** UNDP Montenegro/ Government of Montenegro
- F. Duration of appointment:** July 2010 – June 2011
- G. Contract type:** Special Service Agreement
- H. Deadline for Application:** by Sunday, 4<sup>th</sup> July 2010, CoB

### i. Background

After becoming an independent state, Montenegro has been facing the major challenge of quickly building up its national institutions capable of formulating and implementing the policies in the areas formerly controlled by the central authorities in Belgrade. Foreign policy has been one of the most illustrative examples of such areas: historically, Montenegrin participation in foreign policy of SFRY, FRY, and SCG had been specific - small in its size and staffed mostly by junior personnel as well as diplomats between postings, with relatively significant number of diplomats in the SRFY, FRY and SCG diplomatic service, Montenegrin Ministry of Foreign Affairs (MFA) in the sunset of referendum on independence called for better built human and financial resources to operate in the new environment.

The efforts by the leadership of the Ministry over the past years have yielded positive results as MFA has started to grow into an institution with proven ability to develop, present and safeguard policy positions of Montenegro on the most sensitive issues of international relations. However, in order to address emerging challenges, which Montenegro faces in its aspiration to become a full member of the European Union (EU), and also a regional partner for peace and development, there is a need to strengthen the institutional and human capacities of the MFA to effectively implement country's foreign policy.

Whilst the country's foreign policy priorities are clearly formulated, their expression in a comprehensive and timely fashion requires further strengthening of institutional capacities of MFA. This includes thoughtful policy response to EU requirements, NATO, WTO, UN, changes in the international political and economic situation, improved ability to safeguard interests of the country in organizations for regional and international cooperation, ability to clearly present the policy position of the country as well as further improvement of the image of Montenegro as an open and democratic state.

Internally, MFA is yet to tackle the number of tasks to improve its operational efficiency and build up the professional diplomatic service. This includes setting up of new units, capturing the benefits of IT tools in the MFA's daily operations, development of the legal framework for a sustainable mechanism of selection, recruitment, promotion and professional development of diplomats. Overall, MFA is very well positioned to build its institutional capacity further. It is a sufficiently open organization with strong leadership and staffed with a good mix of experienced diplomats and talented youth.

MFA's human resource endowments and overall commitment to constant improvement augur well for its success in establishing itself as an efficient advocate of Montenegro's national interests to the benefit of its people.

The rapid development over the past years in the international arena compels Ministries of Foreign Affairs to confront a multitude of complex challenges. Adjustment and adaptation of the Ministry of Foreign Affairs to the diplomatic needs of the twenty-first century and to the significant changes in the Europe, linked to the Montenegro foreign policy priorities intensifies the importance of human resources as a key factor to meet the challenges of the future, necessitating a serious investment in Human Resources of Ministry of Foreign Affairs. Therefore, CDP will engage International expert who will make the assessment of existing HR

system in the Ministry, with the specific focus on recruitment and training of new diplomats and the training of the Ministry staff. Once, the assessment is completed, International expert will draft mid-term Human Resources Strategy for the Ministry of Foreign Affairs, which will include recommendation for improvement of the existing HR system, guidelines for trainings and draft mid-term plan for trainings and recruitment of diplomats and staff of the Ministry.

## ii. Duties and Responsibilities

**Objective of the Assignment:** The local consultant will work close with international expert on establishing the modern HR system in the Ministry of foreign Affairs. The objective of the assignment is to assist MFA in management of Human Resources.

**Job Content:** The local consultant in cooperation with International expert will develop the HR system with the following segments:

- An improved system of selecting of new entrants, which will be communicated with the Human Resources Agency
- Performance assessment system.
- A comprehensive and consistent system and processes for prioritizing vacant jobs (whether in the Ministry or in embassies), proposing rational decisions on the allocation of staff to concrete jobs.
- Mechanisms for career planning.
- A work programme / Plan for Officials / Ambassadors who are completing the assignment abroad.

Once the proper HR system is established, the local consultant will be obliged to maintain/ improve the system with regular update of all relevant information for efficient HR management, including regular reporting on functioning of HR Unit to the designated Official of the Ministry, train new entrants on HR requirements and rights, review training requirements every six months (Training programmes should have a practical focus and be based solely on specific demand-led organizational needs of sections of the Ministry and embassies).

**Timing of the work:** One year, July 2010- June 2011 with potential engagement/extension by the Ministry of Foreign Affairs.

## iii. Competencies:

- 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;
- Shares knowledge and experience and contributes to UNDP practice areas;
- Develops deep understanding in HR Management ;
- Ability to provide analytical inputs to strategic planning, results-based management and reporting;
- Ability to make the analysis of requirements and parameters provided in support of HR processes
- Focuses on impact and result for the client
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback;
- Solicits feedback from staff about the impact of his/her own behavior

#### iv. Qualifications and experience:

- BA or MA in Law, HR management or other relevant educational background;
- Experience in the area of foreign affairs, public diplomacy and EU integration;
- Modern approach to delivery of policy advice, and experience of working with ministers and senior officials in a process of administrative reform;
- Experience in the planning and introduction of performance-related assessment as a systematic instrument of organization of a government department and tool of human resource management;
- Excellent communication skills, facility in working with teams and capacity to compose clear and readable narrative reports in English;
- Excellent knowledge of Montenegrin language. Knowledge of English or any other language will be distinct advantage;
- Modern approach and exceptional analytical skills for interpreting complex national legislation and foreign affairs protocol issues;
- Superior writing skills, clear and persuasive and experienced enough to prepare a comprehensive guidelines;
- Working knowledge of PC-based word processing and e-mail technology.

#### v. Application Process

*Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to [consultancy.me@undp.org](mailto:consultancy.me@undp.org) by Sunday, 4<sup>th</sup> July 2010, CoB .*

The application should contain:

1. Duly completed Personal History Form (P11) 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) requested for the work envisaged in the section "Duties and Responsibilities".*

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