



Mekong River Commission

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TERM OF REFERENCE

1. Consultancy Summary:

Consultancy Title:	Leading through strategic Human Resources planning, management and development
Consultancy type:	Special Service Agreement (home based with required travel to the training venue to deliver a 2 day training workshop)
Duration (# of days/months/from month to month):	2 days workshops with appropriate time for preparation and reporting.
Division/OC:	Administration Division
Working station:	Home based with travel to training venue
Lump sum	<ul style="list-style-type: none"> • Lump sum consultancy service upon negotiation. • Travel costs will be covered by MRC (Ticket and Visa if any) • Accommodations and food for travelling and training days are covered by MRC Daily Subsistence Allowance

2. General background:

2.1. Background and objective/s of the consultancy:

The Mekong River Commission (MRC) was established by the 1995 Agreement on Co-operation for the Sustainable Development of the Mekong River Basin, between the governments of Cambodia, Lao PDR, Thailand and Vietnam. The governing bodies of the MRC are the Council, the Joint Committee and the Secretariat. The mission of the MRC is “To promote and coordinate sustainable management and Development of water and related resources for the countries’ mutual benefit and the people’s well-being”.

Since 2016, the MRC has transformed into a leaner Organization with a restructured Organizational framework and a smaller number of personnel at the MRC Secretariat with revised roles and responsibilities, and a reduced number of staff from around 180 staff to 64 staff for increased effectiveness and efficiency. This is to increase the MRC Secretariat’s effectiveness and efficiency in providing policy, technical and governance support to the Member Countries (MCs) in implementing the 1995 Mekong Agreement and, at the same time, to (a) implement the MRC’s Core Functions and (b) to build the MRC Secretariat a “world-class, financially secure, International River Basin Organization serving the Mekong countries to achieve the Basin Vision”. The MRC Secretariat retains 64 positions from July 2016 and expects to further reduce to 40-50 staff by 2030.

The MRC is aware of the demand for a *world-class and financially secure organization that needs a competent workforce committed to excellence and service delivery*. Therefore, the introduction of up-to-date knowledge and good practices in human resource planning, management and development is essential to strengthen leadership and management competency of the MRC to plan for, and implement HR systems that support achieving MRC’s goals and objective established for the MRC as an institution and for the Secretariat as a service delivery organization. It also helps the senior management of the MRC and MRCS to review the status, needs and gaps of the current MRC human resources so to foresee, discuss, plan and make decisions on:

- Whether to continue to expand current human resources, or to further reducing human resources,
- Planning for efficient manpower both fix-term or outsourced staffing for the coming SP/s, and
- Making sure adequate technical and advisory support to the MRC to be able to do so.

The MRC Secretariat decides to further strengthen leadership skills of the Member Countries and Secretariat in these aspects, and to plan workshop sessions regarding:

- Strategic human resource planning and development,
- Effective and efficient human resource management, and
- Up-to-date and relevant HR practices and/or systems.

This consultancy is to provide to representatives from the MRC Member Countries, MRC Secretariat CEO, Division Directors and selected Chief Officers fundamental yet comprehensive knowledge and approaches in advanced human resource planning, management and development, together with good practices for reference.

This is an initial step to support collaborative discussions and decision-making processes within the MRC for on-going MRC's human resources related matters, as well as for the formulation of the HR plans for the upcoming MRC's Strategic Plans.

Reference documents related to the Strategic Plans can be found at the MRC website at <http://www.mrcmekong.org>.

2.2. Expected final products:

- Sessions' hand-outs on Strategic Human Resources Planning, Management and Development and with the introduction of related up-to-date HR practices and/or systems.
- Two-day training workshop on the said subjects provided to targeted participants (MRC Member Countries, MRC Secretariat CEO, Division Directors and selected Chief Officers).
- Prepare a brief report with recommendations for follow up actions.

3. Required deliverables, timelines and responsibilities

3.1. Deliverables and concrete timelines:

Deliverables and expected quality/quantity	Tentative Deadline
1. Workshops documents including handouts and power point presentations.	June 2019
2. Two-day training workshop on Strategic HR Planning, management and development with related up-to-date HR practices and/or systems for reference and in-depth discussions.	June 2019
3. Prepare a report with recommendations for follow up actions.	July 2019

3.2. Required tasks and responsibilities:

- Read/overview key MRC Agreements (HR related regulations, guidelines...) and Strategic Plans;
- Read/overview relevant important organizational review reports and reviews (including recent Operational Review and Mid Term Review 2019);
- Overview/Read the newly approved MRC HR manual;
- Plan workshop sessions and handout on HR planning, management and development, in consultation with MRC related staff (Chief HR Officer);
- Deliver training sessions to management level staffing from MCs and MRCS;
- Use as much hands-on training as possible;
- Provide recommendations on HR planning, management and development to MCs (if any);
- Prepare a brief report with recommendations of follow up actions;

- All deliverables should be gender cautious and no gender bias or stereotype languages or visuals are permissible.

4. Working Arrangement:

- 4.1. Direct supervisor: Administration Division
- 4.2. Communication line: Chief Human Resources Officer

5. Payment mode:

The consultant can choose either

- a. pay per (2) milestones:
 - First payment of 50% after receiving the workshop documents with satisfactory quality
 - Last payment of 50% after the delivery of 2 workshops, workshop documentation and report.
- b. or lump sum at the end of the consultancy.

6. Qualifications and Requirements:

- Master's degree in business management, majoring in human resources and/or organizational development,
- At least 10 years' experience in HR planning, management and development with international standards,
- Experienced in facilitation of workshops,
- Experienced in working in international organization,
- Familiar with strategic HR planning, management and development,
- Experience or knowledge of river basin organization is highly valuable.
- Communicate effectively in English

7. Intellectual property rights:

The consultant is to (a) transfer to MRCS the ownership of the produced products (session's hand-outs, PPT and reports) for this consultancy, and (b) respect and comply with MRC's intellectual property rights.

8. Signature Block

Administration Director

Consultant