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Terms of Reference

WEAVING/TEXTILE SPECIALIST

DEVELOPMENT OF A PROJECT DOCUMENT FOR THE UPGRADING OF SAUNDER WEAVING SCHOOL INTO A CENTRE OF EXCELLENCE

A. Project Background

The UNDP Myanmar country programme, as part of its 'Pillar 1' Local Governance programme, includes under its Output 4 (Strengthened institutional capacity of institutions to support sustainable livelihoods and reintegration programs) activities targeted to enhance institutional capacity to create employment opportunities, particularly for women and youth.

One notable vocational training institution is the 100-year old Saunder Weaving School located in Amarapura Township in Mandalay Region. Weavings from Amarapura have a long history of being of high quality and the school enjoyed many years as a great vocational school producing high quality students. Now approaching its anniversary, the school's importance and relevance to the region and the weaving sector overall has waned, as its infrastructure, machines and techniques have all become outdated.

The Small Scale Industries Department (SSID) in the Ministry of Co-Operatives developed a plan to upgrade the school to become the Saunder Weaving and Training Institution to include both weaving and training in other vocational sectors.

On the request of SSID, UNDP commissioned an institutional capacity assessment of the school in March 2014. It was recommended that the focus should be solely on transforming the school into a Weaving Center of Excellence, to serve as the country's core place for modern and up-to-date skills development methods in textiles and weaving, to preserve the rich culture of textiles in Myanmar, and to produce graduates of substantial capacity ready to enter various areas of the textile sector. Establishing a Weaving Centre of Excellence would be under all circumstances a comprehensive project with a variety of components, including mission refinement; institutional capacity development; infrastructure set-up, curriculum development and management reorganization, over an estimated 4-5 year period.

UNDP agreed to develop a project document as a reference for the government, that can serve as an implementation guidance and could be used to attract development partners (DPs) for support. A number of DPs (ADB, GIZ, UNESCO, ILO and SDC) are involved in the Technical and Vocational Education and Training (TVET) sector working group, established as part of the Comprehensive Education Sector Review (CESR) process, launched in October 2012.



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B. Objective and Scope of Work

The overall objective of the assignment is to develop a **proposal and a project document for establishing the Saunder Weaving Centre of Excellence** in Amarapura Township, Mandalay Region. The proposal will include the structure, size, vision and mandate of the centre, with roles and responsibilities, curriculum, implementation arrangements, phased annual work plan and budget, and a performance measurement framework. A suggested outline for the proposal is provided in Annex A along with a number of guiding questions.

The project document is based on the standard UNDP template, amended in the first two sections to reflect the specific issues to be addressed in this case, as provided in Annex B. It will include the tentative budget and technical annexes as required. It would be more comprehensive and detailed than the more common project documents to effectively serve as a strategic plan and implementation guidance for establishing the Weaving Centre of Excellence. The proposal will be an annex to the project document.

The proposal and project document will be prepared based on a review of the institutional capacity assessment of Saunder weaving school as well as additional research and consultations with stakeholders.

The assignment requires two consultants: a technical specialist with expertise in the weaving/textile sector, and an institutional development/management specialist, with expertise related to educational institutions. The two consultants will work as a team and the management specialist will serve as a team leader.

The consultants will be required inter alia to conduct research on the weaving/textile sector in Myanmar and other ASEAN countries; identify similar traditional textile production and TVET institutions that have been successful in the ASEAN Region and beyond; study market demand and export potential for weaving products, analyse the skill set requirements of weaving/textile businesses; assess the type of traditional skill and weaving technologies used by various ethnic groups in Myanmar; and analyse the availability and price stability of raw materials. These results will be important for evaluating gaps, challenge areas, and potential entry points for Myanmar's textile sector and the school's relevance within the industry.

The consultants will work under the overall guidance of the Team Leader, Local Governance, UNDP and in close coordination with Director General of SSID, with initial and end assignment combined briefing sessions to UNDP and SSID.

C. Specific Tasks

The specific tasks of the assignment are as follows. As part of the technical proposal, each consultant is required to provide a work plan of the assignment, including planned travel locations, as well as any proposed modifications to this task list. These will be subject to final review and agreement by UNDP and SSID at the start of the assignment with both consultants present.



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Consultants as a Team

- Desk study of relevant documentation including, but not limited to, the institutional capacity assessment of Saunder Weaving School, CESR reports, and studies on TVET institutions and the weaving/textile sector in Myanmar;
- Briefing and debriefing meetings with UNDP in Yangon and continuous coordination throughout the assignment;
- Briefing and debriefing meetings with Small Scale Industries Department (SSID) of Ministry of Cooperatives in Naypyitaw;
- Consultations with relevant DPs involved in TVET sector working group (ADB, GIZ, UNESCO, ILO and SDC);
- Visit to Saunder weaving school, meetings with management, staff, current students and, if possible, alumni; collection, review and analysis of documents;
- Visit to Meiktilar and Monywa Weaving Schools to compare approaches, best practices and experiences;
- Prepare the proposal and project document for establishing the Saunder Weaving Centre of Excellence with relevant annexes based on joint and respective research and analysis, including analysis of regional and international best practice in establishing Centres of Excellence in the weaving/textile sector (e.g. Huddersfield Textile Centre of Excellence in the UK) and others. The documents should also make reference to and be in line with the Employment and Skill Development Law 2013 and relevant TVET and other laws and regulations. **While the documents will be prepared jointly, the management specialist as team leader will be responsible for final compilation and editing.**

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- Consultations with Myanmar Skills Development Agency under the Ministry of Labour;
- Conduct a market assessment for vocational weaving skills by textile businesses in the Mandalay region and beyond (suggested townships: Amarapura; Meiktilar; and Monywa townships);
- Conduct a market assessment for different classes of locally produced textiles, including export potential (suggested townships: Amarapura; Meiktilar; and Monywa townships);
- Carry out an analysis of the type of traditional skill and weaving technologies used by various ethnic groups in Myanmar (Suggested townships: Taunggyi; Myitkyinar; and Hpa-an).
- Carry out an analysis of raw material availability, (cotton, silk, lotus, and others) from local and international sources, stability of supply and price fluctuations.



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For reference: Management specialist (Team leader)

- *Review relevant national laws and guidelines for establishing a Centre of Excellence.*
- *Review regional and international best practice in establishing, organizing and managing Centres of Excellence.*
- *Develop potential models for the management and administration of the Centre of Excellence based on the above.*
- *Develop a tentative budget for the initial establishment of the Centre of Excellence, including costs of renovation, construction and purchase of machinery and equipment.*
- *Develop a tentative budget for the first three years of operating the Centre of Excellence.*
- *Assess the potential of a public-private partnership for financing and other support, along the lines of the PepsiCo Centre of Excellence for Business Skills Development recently launched in Yangon.*

The above list of tasks is not exhaustive and may be supplemented as required based on the assessment of the consultant team in coordination with UNDP. Duty station will be Yangon but the assignment will involve travel to Mandalay region and a limited number of other locations around the country as proposed by the consultant team and agreed by UNDP.

D. Period of Performance

The assignment is expected to start in early April and completed by the end of June. The expected number of working days for this assignment are:

- 60 working days for the weaving/textile specialist (*and 60 working days for management specialist (team leader)*) of which 5 working days will be home-based to incorporate feedback from UNDP and SSID and finalize the draft report.

E. Deliverables

The deliverables of the assignment (for which both consultants are jointly responsible with the team leader responsible for final compilation and editing) will be:

- Assessment framework and work plan of the assignment **within 5 working days** of commencement. Both consultants will work at UNDP Myanmar Office.
- Draft Proposal for Creation of Saundar Weaving Center of Excellence, based on the outline in Annex A, **within 45 working days** of commencement.
- Draft Project Document with relevant annexes, based on the standard UNDP template (to be provided) and the outline in Annex B, **within 55 working days** of commencement.



- Final versions of both documents **within 5 working days** of receiving feedback from UNDP and SSID. UNDP and SSID will provide feedback to both documents within 10 working days of the receipt of the documents.

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The specific deliverables for the weaving/textile specialist will be:

- Summary findings of market assessments and analyses **within 40 working days** of commencement.

F. Qualifications and Experience

Qualifications:

- Advanced university degree in education, economics, public policy, development policy or related field.
- Record of continuous professional development.

Essential Skills & Experience:

- Minimum 10 years of working experience and in-depth knowledge of weaving and textile sectors, familiarity with traditional weaving methods and skills;
- Proven track record of curriculum development for specialized institutions of higher learning with experience in education sector issues, with specific experience in TVET policy;
- Proven track record in market research and thorough understanding on market research methodology;
- International experience - preferably including South East Asia, experience of working in Myanmar is an asset.
- Excellent English proficiency including communication skills and report writing.

G. Scope of Proposal Price and Schedule of Payments

The contract price to be quoted will be an “all-inclusive” lump sum amount.

The cost components that the Offeror must include in the computation of contract price shall be inclusive of professional fees, sub-contract if any, travel costs, communications, translation and interpretation costs, living allowances, taxes, and any other expenses that could possibly be incurred by the Contractor. The contract price is fixed regardless of changes in the cost components.

The Offeror will be provided with the UN’s Daily Subsistence Allowance (DSA) rates prevailing at the time of sourcing, for the duty station (if the offeror is from another location) and all other cities indicated in the TOR as part of duty travel destinations. This will give an indication of the cost of living in a duty



station/destination, to aid the determination of the appropriate fees and financial proposal amount, but it does not imply that Offerors are entitled to DSA payment. *Empowered lives. Resilient nations.*

Include in its initial payment the actual cost of the IC's travel to arrive at the designated Duty Station. Such cases therefore imply that the completion of the journey can be considered as one of the deliverables payable upon arrival.

Payment Schedule: (in USD)

Payment Date	Deliverables	Amount
On arrival	Airfare, VISA and terminal expenses	Actual
After 40 working days	Summary findings of market assessments and analyses	30% of contracted amount
End of June 2015	Submission of final Proposal for Creation of Saunder Weaving Center of Excellence and Project Document with relevant annexes, based on the standard UNDP template	Net on the 70% of contracted amount

H. Recommended Presentation of Offer

The Offer shall include the following documents:

- Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how they will approach and complete the assignment.
- Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.



I. Criteria for Selection of the Best Offer

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The best offer will be selected according to the Combined Scoring method – where the qualifications and methodology will be weighted 70%, and combined with the price offer which will be weighted 30% as shown below.

Summary of Proposal Evaluation		Score Weight
1.	Qualifications of Offeror	5%
2.	Experience of Offeror <ul style="list-style-type: none"> • Minimum 10 years of working experience and in-depth knowledge of weaving and textile sectors, familiarity with traditional weaving methods and skills; • Proven track record of curriculum development for specialized institutions of higher learning with experience in education sector issues, with specific experience in TVET policy; • Proven track record in market research and thorough understanding on market research methodology; • International experience - preferably including South East Asia, experience of working in Myanmar is an asset. • Excellent English proficiency including communication skills and report writing. 	10% 5% 10% 5% 5%
3.	Proposed Methodology, Approach and Implementation Plan	30%
4.	Financial Proposal	30%
	Total	100%



Annex A: Suggested Proposal Outline for the Saundar Weaving Center of Excellence

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This is a suggested outline for the proposal for the Saundar Weaving Center of Excellence along with a number of guiding questions. The list is not exhaustive and may be amended and expanded by the consultants as required.

1. Mission Statement – What is the purpose of the center? What will be its focus? What will it do?
2. Rationale – Why is such a center needed? Why is it significant? Is there an audience or market for the services of the center?
3. Activities – What activities would the center perform (e.g. training, consulting, research)?
4. Facilities and Equipment – What existing and new equipment and facilities would be needed? How would these be funded and from which sources?
5. Structure – How would the center be organized and governed? What will be the staffing requirements for management, administration and faculty?
6. Courses – What kind of courses and qualifications will the center offer? Who will develop the curricula? What kind of technical advisory committee will the center have?
7. Students – What will be the entry requirements for students? What kind of fees will be charged? What are potential options for sponsorships and internships?
8. Action Plan – What would be the specific goals/activities of the center for Year 1 through Year 3? What indicators will be used to assess progress towards goal achievement?
9. Budget – What would be the tentative budget of the center for Year 1 through Year 3? How will this be funded and from which sources? What are potential options for public private partnerships?
10. Sustainability – How will the activities of the center be sustained after the initial three years? What sources of support are expected to be available?

Annex B: Project Document Template

The following outline is based on the standard UNDP template, amended in the first two sections to reflect the specific issues to be addressed in this case. The sub-headings may be amended and/or expanded as required by the consultant team with approval from UNDP.

I Situation Analysis

1.1 Social and economic context

1.2 Technical and Vocational Education and Training (TVET) in Myanmar



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- 1.3 Overview of the weaving industry in Myanmar
- 1.4 Overview of the weaving industry in Amarapura
- 1.5 Profile of the Saunder Weaving School
- 1.6 Justification/rationale for the project
- 1.7 UNDP's role

II Programme Strategy

- 2.1 Overview of strategy
- 2.2 Outcomes and outputs
- 2.3 Results and proposed activities
- 2.4 Implementation Strategy
- 2.5 Risk analysis
- 2.6 Sustainability strategy and environmental issues
- 2.7 Gender, cultural and community aspects
- 2.8 Strategic partnerships
- 2.9 Resource mobilization strategy

III Results and Resources Framework

IV Annual Work Plan

V Annual and Consolidated Budget

VI Management Arrangements

VII Monitoring Framework and Evaluation

VIII Legal Context