

## Terms of Reference

### Strategic Foresight E-Learning and Technical Capability Building

<b>Position Title</b>	Foresight advisor
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	International Consultant
<b>Languages Required:</b>	English
<b>Period of Initial Contract:</b>	<b>50 working days</b> (over the period: 7 June 2021 – 31 December 2021)

#### About UNDP

The UNDP Regional Bureau for Asia and the Pacific (RBAP) covers work in 36 countries where it is a trusted development partner supporting the achievement of the Sustainable Development Goals (SDGs). It helps identify solutions to today's complex, trans-boundary challenges through initiatives aimed at delivering lasting social, economic and environmental improvements. Guided by UNDP's Strategic Plan (2018-2021), our advisory and implementation work focuses on democratic governance and peacebuilding, climate and disaster resilience and sustainable development. In the context of COVID-19, UNDP leads the UN's socio-economic response, and is helping countries look beyond recovery, towards 2030, making choices, managing complexity and uncertainty in four main areas: governance, social protection, green economy, and digital disruption.

A new unit for Strategy, Policy and Partnerships (SPP) has recently been set up at UNDP RBAP headquarters in New York. The main objectives of this team are to engage through analysis, partnerships and dialogues in emerging areas of development policy and strategic foresight

#### Building anticipatory capabilities in strategic foresight

How we understand human development, has to evolve with its landscape, and to take a forward-looking lens to see what is emerging and evolving within those sub-systems. Is it enough anymore to focus human development just on the immediate needs right in front of us, or is it time to start to consider how these needs and shifts are impacting future generations and future issues of equity, justice, and wellbeing? Development pathways are not linear, and instead are increasingly complex, interconnected and uncertain. Assuming the current trajectories of development are till appropriate for the complexities of our time and into the future is a fallacy and will not help achieve 21<sup>st</sup> century development challenges.

In order to be fit for the future, we need new forms of capabilities that help us navigate uncertainty and to amplify our ability to be anticipatory – so that we mitigate our tendencies to be taken by surprise. How do we go beyond the rhetoric of 'futures' to rigorously build both the knowledge, processes and cultures to be anticipatory as a way to navigate uncertainty, mitigate future strategic risk, constrain in potential future good and inform our current and future decision making?

To achieve this, UNDP RBAP are investing into building our capabilities for strategic foresight – to help understand what is emerging in mid-term to long term futures, and to translate that into anticipatory decision making. UNDP RBAP are focused on developing a UNDP approach to strategic foresight that works within the development contexts and partners we operate within. To achieve this, UNDP RBAP have convened the first UNDP Strategic Foresight Network to help embed strategic foresight as part of how we inform and design forward looking policy, strategy and decision making and importantly, to be able to develop and deploy internal assets and capabilities to undertake this approach with our partners and stakeholders in a consistent manner.

The network has the following outputs:

1. **Foresight Muscle:** To develop a cohesive understanding and capabilities of what strategic foresight is, and how it is linked to strategy and policy design, including participation in the first RBAP Foresight Train the Trainer program
2. **Knowledge and Institutionalization:** To collectively work together on shared knowledge products and projects, including institutional processes for horizon scanning.
3. **Culture and Communications:** To host events, share ideas, approaches, and networks so that we continuously build a muscle of curiosity, conversation and our shared future ambitions

**Outputs and Deliverables:**

The consultant(s)/provider will deliver in close collaboration with UNDP:

- Co-design the course structure and content of a UNDP Strategic Foresight Train the Trainer program
- Design and formulate e-learning modules and knowledge products based on project needs
- Support and facilitate, as required, the development of training materials and delivery of online training events, including the development of content
- Coordinate and engage the development of online learning events content, case studies, external speakers and partners for online events

**Institutional arrangements:**

UNDP RBAP seeks a provider/consultant(s) to work under the supervision of Strategy Development Advisor (Foresight) to help design online learning curriculum on strategic foresight module(s) for capability building purposes. The provider/consultant(s) will develop content and create online training materials, coordinate the development of online learning content in close collaboration with the Strategy Development Advisor (Foresight) and other partners, and coordinate and facilitate webinars where relevant. The provider/consultant(s) will help co-design the first UNDP RBAP Train the Trainer program on strategic foresight in close collaboration with the Strategy Development Advisor (Foresight).

**Timeframe & Duration of Contract:**

Duration of the contract will be 50 working days over the period from 7 June to 31 December 2021. The first ToT is planned for June 2021 with online learning events planned until the December 2021.

**Duty station**

The work being contracted under these Terms of Reference is expected to be developed and finalized at the current home-work base of the author(s). Consultant is **not required** to travel.

**Payment Terms;**

Deliverables	Due Date	Payment %
1 Course structure and Train the Trainers Programme	2 July 2021	40%
2 E-learning modules and training materials	30 September 2021	50%
Facilitation of online events	31 December 2021	10%

**Required Qualifications:****Education**

- Minimum a university degree in knowledge management, learning and development, social science, international relations, international development or related fields.

**Experience:**

- At least 5 years of working experience in strategic foresight through a combination of consultation services, or employment
- At least 5 years of working experience in delivery strategic foresight capability building, train the trainer programs, ideally within the humanitarian and development sectors
- Experience in designing and delivering creative, inclusive online training delivery
- Experience in working in strategic foresight with geographically and culturally diverse constituents with proven experience in contextualizing content to stakeholders within the Asia Pacific region
- Experience working within or for the UN system or other international humanitarian/development organisations is an advantage
- Experience working with governments, local and/or indigenous communities is an advantage within the Asia Pacific region

**Language requirement:**

- Fluency in English; knowledge of other UN languages (French, Spanish, Arabic) an asset.

## EVALUATION OF CANDIDATES:

Individual consultants will be evaluated based on the following methodology:

**Cumulative Analysis:** The candidates will be evaluated through Cumulative Analysis method. When using the weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of set of weighted combine technical evaluation of desk review and interview (70%), and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

### Technical Evaluation – 70%

- **Criteria A:** An undergraduate in knowledge management, learning and development, social science, international relations, international development or related fields **(5 points)**
- **Criteria B:** At least 5 years of working experience in strategic foresight through a combination of consultation services, or employment **(20 points)**
- **Criteria C:** At least 5 years of working experience in delivery strategic foresight capability building, train the trainer programs, ideally within the humanitarian and development sectors **(15 points)**
- **Criteria D:** Experience in designing and delivering creative, inclusive online training delivery **(15 points)**
- **Criteria E:** Experience in working in strategic foresight with geographically and culturally diverse constituents with proven experience in contextualizing content to stakeholders within the Asia Pacific region **(5 points)**
- **Criteria F:** Experience working within or for the UN system or other international humanitarian/development organizations is an advantage **(5points)**
- **Criteria G:** Experience working with governments, local and/or indigenous communities is an advantage within the Asia Pacific region **(5 points)**

### Total Points Obtainable in Technical Evaluation: 70 Points

**\*\*Only candidates obtaining a minimum of 70% marks in the Technical Evaluation (i.e. 49 points) would be considered for the Financial Evaluation.**

### Financial Evaluation (30%)

Financial proposals from all technically qualified candidates will be scored out 30 marks based on the formula provided below. The maximum marks (30) will be assigned to the lowest financial proposal.

All other proposals will receive points according to the following formula:

- $p = y (\mu/z)$ .

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- $\mu$  = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

#### APPLICATION PROCEDURE:

Interested individual consultant must submit the following documents/ information to demonstrate their qualifications.

**Please group them into one (1) single PDF document as the application system only allows to upload maximum one document.**

1. Duly accomplished Letter of Confirmation of Interest and Availability with financial proposal using the template provided by UNDP (Annex III).
  - a. Consultant shall quote an all-inclusive total lump sum fee for the contract period. The term “all-inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the proposed fee submitted in the proposal.
  - b. Payments shall be done on **lumpsum basis**, upon verification of completion of deliverables and approval by the IC’s supervisor.
  - c. 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.
2. Curriculum Vitae or P11, Indicating all past experience from similar projects, as well as the contact details (email and telephone) of the Candidate and at least three (3) professional references;
3. Samples and examples of portfolio and past experience.

**\*\*Failure to submit the above-mentioned documents or Incomplete proposals shall result in disqualification**

**\*\*Please group all your document into one (1) single PDF document as the application system only allows to upload maximum one document.**

The short-listed candidates may be contacted and the successful candidate will be notified.