



TERMS OF REFERENCE

Assignment Title	Training/Capacity Building (TCB) Specialist
Project	ENCORE (Enabling Community Resilience and Recovery)
Type of Contract	Individual Contract (International)
Contract Period	1 June – 31 December 2022
Supervisor	Deputy Resident Representative and Community Driven Development (CDD) Technical Advisor
Location	Yangon with travel to 70% in the field locations (if the security situation allows)
Country	Myanmar

A. BACKGROUND

In response to the prevailing multi-dimensional crisis in Myanmar, UNDP has put together the Community First Programme (CFP), representing UNDP's strategy in Myanmar from 2021 to 2023. The CFP consolidates UNDP's development efforts in Myanmar and pivots its focus toward supporting community recovery, building resilience, and meeting the basic needs of the most vulnerable populations. In addition, the CFP establishes the principles, strategies, and mechanisms for operating across the country in accordance with UNCT's Principles of Engagement which guides the programme and helps ensure neutrality, coherence across all interventions, and effective management of risks. Given the volatile and unpredictable situation, the CFP established built-in mechanisms to (i) anticipate - through robust analysis of multi-dimensional vulnerability and risk identification - the opportunities and challenges in different locations or related to different stakeholders, (ii) learn through trial and error and adapt design and implementation (including scaling) based on lessons learned, and (iii) adjust course according to new information, including reallocating resources as needed.

The Enabling Community Recovery and Resilience (ENCORE) Project is a critical component of the UNDP CFP. ENCORE aims to empower the most vulnerable communities from crisis to recovery and then to long-term development and resilience through a range of short-term, intermediate, and long-term interventions (Figure 1). Specifically, the project shall work closely with these vulnerable communities to (i) address their most basic needs, (ii) restore livelihoods, (iii) rehabilitate basic community infrastructure, (iv) recover community resources, (v) address environmental issues and promote the use of renewable energy and climate-friendly technologies, while, at the same time, (v) continuously building community disaster preparedness and capacities to manage risks.

Strategic phasing of ENCORE Interventions. ENCORE was initially envisaged as a community-driven development (CDD) project. However, within the current situation, participatory approaches would tend to constrain the responsiveness of interventions at project onset, given the urgency of needs. Thus, the project implementation strategy has been adjusted to a phased approach to make it responsive to the actual situation and needs at each project site. Phase 1 will mainly focus on basic priority needs with minimal participatory approaches in preference to the urgency of delivery.

Participatory CDD approaches will be gradually introduced in Phase 2 to initiate the recovery process and in Phase 3 for initiating long-term development in project sites where this has become feasible. In addition, a 3-tiered approach will be adopted for project entry into the 52 townships, based on ongoing access and field presence¹. These strategic adjustments would support the immediate creation of ENCORE's footprint on the project sites.

Addressing Basic Needs as a Strategic Point of Entry. Gaining access and an eventual foothold in target project sites would represent a vital project milestone. Providing rapid crisis responses as an entry point in Phase 1 is likewise a strategy to (i) minimise exposure to programmatic and fiduciary risks by starting with small scale short term interventions, (ii) quickly respond to basic survival needs that typically preoccupy the mindset of crisis-affected communities,² (iii) 'test the waters' and gain knowledge on how to deliver assistance to vulnerable communities within the complex and widely varying operating conditions, (iv) build trust among local stakeholders and establish a foothold in the project sites, and (v) setup the necessary conditions and mechanisms for expanding operations and project interventions. Most importantly, this strategy would allow for a rapid upscaling of ENCORE coverage in line with the proposed accelerated implementation.

Leveraging the TDLG NCE pilots. Through funding support from the Swiss Agency for Development and Cooperation (SDC) and the Foreign, Commonwealth and Development Office (FCDO) of the United Kingdom, UNDP has been implementing the Township Democratic Local Governance (TDLG) project since 2017. In view of the overturned local governance context following the events of February 2021, UNDP has agreed to a no-cost extension (NCE) with the donors to allow for the phasing out of the TDLG while preparing the ground for UNDP's Community First Programme (CFP). The ongoing TDLG NCE activities are expected to benefit around 100,000 individuals from the ongoing infrastructure projects and the delivery of basic and intermediate needs in pilot areas. In addition, the pilots are expected to richly produce a wide array of important lessons, including (i) negotiating and establishing access to project sites, (ii) facilitating community-led prioritisation, planning and implementation of crisis and recovery interventions, (iii) good practices for making site-specific project adjustments in view of the widely varying operational contexts across project sites, and (iv) working with a wide range of local actors that likewise vary across project sites. These lessons are important for developing robust methodologies for ENCORE, thus supporting its rapid rollout.

Integrating lessons across the various initiatives. Aside from those mentioned above, some ongoing pilots contribute to the development of ENCORE's interventions and coverage. Among these are the home gardening pilots in Kachin, Shan, Mandalay and Mon and the household solar lighting systems in Magway. As of February 2022, the combined reach of these two initiatives was 20,360 individuals (18,600 for home gardening and 1,760 for household solar lighting). An active interchange of lessons between the TDLG NCE pilots and these ongoing UNDP initiatives, would be ensured through UNDP's M&E and Knowledge Management system and would be used to strengthen the design support for the rapid rollout of ENCORE. It is expected that all project methods and approaches would have been tested and strengthened at the end of the next six months, thus enabling a robust implementation methodology for the ENCORE rollout.

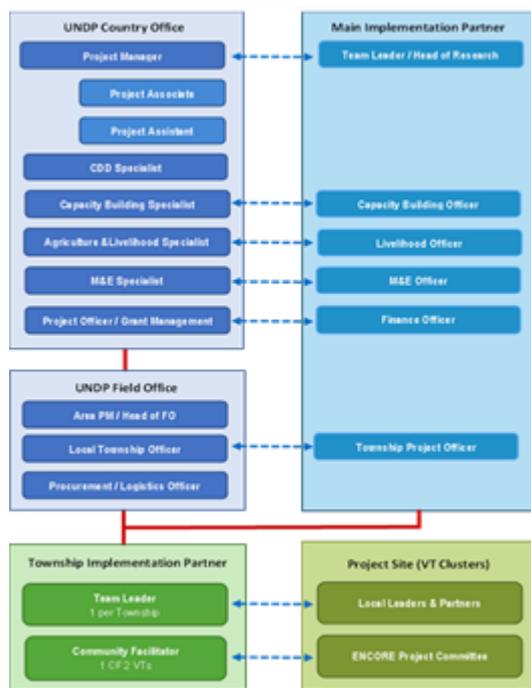
Accelerated Project Implementation. UNDP has launched an accelerated implementation strategy for ENCORE to reach at least one million vulnerable individuals in approximately 37 of the 52 project townships within the next six months through the above implementation strategies.

B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES

¹ Tier 1 includes townships where UNDP has ongoing projects, Tier 2 includes areas with UNDP Field Office (FO) presence, and Tier 3 includes new locations for coverage/expansion in 2023 (Annex 1).

The Training and Capacity Building (TCB) Specialist will be responsible for ensuring that all units and individuals involved in the implementation of ENCORE, as illustrated in the ENCORE Implementation and Coordination structure (Figure 1), are adequately equipped with the knowledge and skills necessary for effectively implementing the project.

Figure 1. ENCORE Implementation and Coordination Structure



necessary.

Under the overall guidance of the Deputy Resident Representative (DRR) and the CDD Technical Adviser, and in close collaboration with the ENCORE Project Manager, the TCB Specialist shall be responsible for:

1. Training of Field Implementers. The TCB Specialist shall support the rapid implementation of the ENCORE project by (i) leading the rapid identification of training needs, (ii) determining the training strategies and approaches that are suitable to the project's operational context, (iii) developing the training design and materials, and (iv) leading the actual delivery of the training inputs, in collaboration with the UNDP Field Offices, the Main Implementation Partner (MIP) and the Township Implementation Partner (TIP). In view of the accelerated project implementation, the training inputs would be modularised, rapidly delivered before a key step or stage is undertaken at the project site and customised to the specific operating conditions in each project site as

2. Capacity Building of Community Social Structures. In line with ENCORE implementation strategies, the TCB Specialist shall support organising the capacity building of community social structures that will take the lead in the implementation of UNDP approved projects and activities in the villages and village tracts. These community structures include the self-reliance groups (SRGs) organised under the UNDP HDI where they are present, the village/VT development support committees (V/VTDCs) organised in former NCDDP areas, or newly organised committees in areas where there are no CBOs to reactivate. In collaboration with the MIP, the TCB Specialist will develop the TOT training design and materials for the TIP implementers, particularly the CFs, and support the actual conduct of the TOTs. The TCB Specialist will likewise regularly monitor the TIP's facilitation of the community processes, identify gaps, and design training and mentoring inputs to improve their performance.

3. Develop the Overall Capacity Building Plan for ENCORE. In parallel with the above functions and making use of the various lessons and good practices gained from the rapid implementation in the next six months, the TCB Specialist shall draft the Overall Capacity Building Manual for ENCORE. The Capacity Building Manual will be used as the main basis for implementing training and capacity building inputs during the full rollout of the ENCORE Project to the rest of the target 52 townships.

4. Support the development of the ENCORE's implementation strategies, policies and procedures. In collaboration with the CDD TA, the ENCORE Project Manager, the relevant UNDP units, and the various implementing units of ENCORE; the TCB Specialist shall support the development of ENCORE's implementation strategies, policies and procedures. S/he will be particularly working in close collaboration with UNDP Myanmar's Civil Society Unit (to ensure strong involvement and partnerships with CSOs when implementing CDD approaches) and UNDP Myanmar's Development Observatory (to ensure programming is evidence-based and relies on strong data and analysis to identify the most

vulnerable communities and track the impact of CDD interventions). S/he will ensure liaising with UNDP's Risk Management and Quality Assurance Unit, private sector and digital democracy work for all matters concerning the rollout of the CDD approach.

It is estimated that up to 70% of the work may need to be carried out in the field, requiring a willingness to travel extensively to remote under challenging circumstances.

Key Deliverables

1.) Design and deliver the training of project implementers

- i. Establish familiarity with the ENCORE design, implementation guidelines, implementation arrangements, and the relevant UNDP policies and procedures.
- ii. In collaboration with the MIP and ENCORE implementation units, undertake a rapid assessment of training needs, focusing on the needs that are critical for getting the MIPs and UNDP field teams started on the ENCORE process in the project sites.
- iii. Based on the rapid needs assessments, develop the training design and materials in collaboration with the MIP. The training design should take careful consideration of the nuances of the accelerated project implementation, including timing constraints and operational realities at the project sites.
- iv. In collaboration with the CDD CTA, the ENCORE PM, and the MIP, prepare the overall plan for the conduct of training activities, coordinate the administrative and logistical requirements of the training, and lead the actual implementation of the approved training plan.
- v. In collaboration with the MIP, monitor and evaluate training activities and prepare progress reports regarding the training plan.
- vi. Based on monitoring activities and the results of the completed training activities, provide recommendations for the improvement of the ENCORE policies and procedures.
- vii. Provide regular updates and reports on the conduct of training activities for field implementers.

2.) Train project implementers in organising and building the capacities of CBOs and community social structures

- i. In collaboration with the MIP and UNDP Field Offices, design and implement a training needs assessment (TNA) of the UNDP Field Teams and the TIP personnel, especially the Community Facilitators, focusing on the required knowledge and skills for facilitating the ENCORE processes and procedures in the target villages and village tracts.
- ii. Based on the results of the TNA, design and deliver a Training of Trainers (TOT) aimed at improving the knowledge and skills of field implementers in facilitating CDD and related community processes. The TOT shall give special focus on organising and developing the capacities of CBOs and community social structures that would lead to the implementation of project activities in the target communities.
- iii. Undertake regular monitoring of the performance of field implementers, facilitate a participatory evaluation of training activities, and identify gaps and further training and capacity building needs. Design and implement follow-up training and skills enhancement inputs as necessary.
- iv. Once CBOs/community structures are organised, undertake a training/capacity building of these structures and then develop and implement training activities for these community structures in collaboration with the MIP and the field teams.
- v. Provide regular updates and reports on the conduct of the TOT and training activities for CBOs and other community social structures.

3) Prepare the Overall Capacity Building Manual for ENCORE

- i. Compile training designs, materials, training evaluation, reports, best practices, and other relevant documents on the overall training and capacity building requirements for ENCORE.
- ii. Undertake analysis of the compiled documentation and follow-up consultations with ENCORE implementation units and use the results to develop the Overall Capacity Building Manual for ENCORE.
- iii. In collaboration with the CDD CTA and ENCORE Project Manager, undertake validation sessions and/or collect feedback from relevant UNDP units, donors and other stakeholders on the draft Capacity Building Manual and finalise the manual based on the feedback and recommendations gathered.
- iv. Incorporate the Capacity Building Manual with the other guidelines of ENCORE to be operationalised during the full project rollout.

4) Support the development of the ENCORE's implementation strategies, policies and procedures

- i. Review the ENCORE implementation guidelines and other related documents and provide recommendations to improve their effectiveness.
- ii. Based on the feedback and results of training activities, training evaluation, and monitoring of project activities, provide recommendations to improve the effectiveness of ENCORE's processes and procedures.
- iii. Provide support to other UNDP units in training their teams for harmonising their approaches with those of ENCORE.

C. EXPERTISE AND QUALIFICATIONS REQUIRED

Academic Qualifications/Education:

Bachelor's Degree in education, community/rural development, communication or other related disciplines

Experience:

- At least 7 years of professional experience, of which 3 years in developing countries.
- Experience in education, capacity building and/or training, including preparation of course material, preparation of training schedules, organisation of classes/workshops/self-study modules.
- Preferably having experience in preparation and delivery of online training.
- Experience in the management of teachers/trainers
- Preferably having experience in donor financed projects, project management, and rural development.
- Preferably having experience in Myanmar or Southeast Asia.
- Above average fluency in MS applications and preparation of training materials

Language skills:

Fluency in written and spoken English

D. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The Consultant will directly report to the CDD Technical Advisor -ENCORE, on the technical components of the TOR and the Project Manager, ENCORE for the day-to-day implementation of activities.
- The consultant is also required to comply with the UN security directives set forth under <http://dss.un.org>
- The consultant will be given access to relevant information and administrative support necessary for executing the tasks under this assignment.

- Payments will be made upon assessment of the number of days worked, submission/completion of prescribed deliverables and certification of payment form, and acceptance and confirmation by the supervisor.

E. DUTY STATION AND DURATION OF ASSIGNMENT

The consultancy will be based in Yangon with 70% of the time in the field, from 1 June to 31 December 2022.

F. PAYMENT ARRANGEMENT

Interested persons are requested to submit their financial proposals noting the following conditions:

1. The contract price is fixed regardless of changes in the cost components.
2. Payments will be made upon submission of timely deliverables and certification of payment form, and acceptance and confirmation by the supervisor.

N.	Description of deliverables	Timeline	Payment (%)
1	Upon submission of an Inception Report summarising the consultant's understanding of the role and detailing the recommended plan for undertaking a modular delivery of training inputs to equip CFs and relevant implementation units with necessary knowledge and skills for undertaking the accelerated implementation of ENCORE	10 June 2022	25
2	Upon satisfactory delivery and completion of the required training inputs (approximately 10 training events) for supporting the rapid implementation of Phase 1 of ENCORE, summarised through the submission of report and recommendations for Phase 1 training activities	30 June 2022	15
3	Upon satisfactory delivery and completion of the required training inputs (approximately 5 state/region level TOTs, and 10 project site level demo or skills enhancement sessions) for facilitating Phase 2 of ENCORE, summarised through the submission of report and recommendations for Phase 2 training activities.	31 August 2022	15
4	Upon submission of training design and materials, validated through field tests and consultations with field teams and relevant UNDP units, for facilitating Phase 3 of ENCORE.	31 October 2022	15
5	Upon submission and acceptance of a Completion Report for the assignment together with the complete Training and Capacity Building Manual for the ENCORE rollout which consolidates all the validated training designs, materials and guidance notes for Phase 1, Phase 2 and Phase 3 of ENCORE.	15 December 2022	30

G. RECOMMENDED PRESENTATION OF OFFER

Interested persons are requested to submit the following documents as part of their application:

1. **Brief description/ cover letter** of why the individual considers him/herself as the most suitable for the assignment. Please paste the letter into the 'Resume and Motivation' section of the electronic application
2. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP
3. **P11 Form** indicating all relevant experience as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references. Please use the P11 form provided by UNDP
4. **Financial Proposal** that indicates the fees as per the template provided by UNDP

H. CRITERIA FOR SELECTION OF THE BEST OFFER

The following criteria shall serve as basis for evaluating offers:

Combined Scoring Method:

Where the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted a maximum of 30%

Technical Evaluation of Proposals:

All applications comprising the information/documentation provided will be evaluated to ascertain the suitability of the applicants to carry out the assignment. Candidates who obtain the minimum of 49 points of the full mark (70 points) will be considered technically compliant and their financial evaluations will be evaluated thereafter. Applications will be scored as per the following breakdown (Total 70 points):

Educational background: 10 points

- Bachelor's Degree in education, community/rural development, communication or other related disciplines

Relevant Experience: 55 points

- At least 7 years of professional experience of which 3 years in developing countries
- Experience in education, capacity building and/or training including preparation of course material, preparation of training schedules, organization of classes/workshops/self-study modules
- Preferably having experience in preparation and delivery of online training
- Experience in the management of teachers/trainers
- Preferably having experience in donor financed projects, project management, and rural development
- Preferably having experience in Myanmar or Southeast Asia
- Above average fluency in MS applications and preparation of training materials

English language skills: 5 points

- Fluency in English required

Financial Evaluation of Proposals:

The financial proposals of all the applicants who pass the technical evaluation will be scored. The maximum 30 points will be allotted to the lowest financial bid, and all other bids shall receive points in inverse proportion to the lowest fee e.g. [30 Points] x [USD lowest] / [USD other] = points

for other proposer's fees

The contract shall be awarded to the applicant who receives the highest cumulative score.