

## **Annex 6: Terms of Reference**

### **Training of Trainers (TOT) Workshops**

29 January 2018

Reference: RFP/2018/1058

## Table of Contents

<b>1</b>	<b>Introduction.....</b>	<b>3</b>
1.1	Background.....	3
1.1.1	<i>Introduction</i> .....	3
1.2	Statement of Purpose & Objectives .....	3
1.2.1	<i>Purpose and objectives</i> .....	3
1.2.2	<i>Scope and focus</i> .....	3
1.2.3	<i>Workshop details</i> .....	4
<b>2</b>	<b>Requirements.....</b>	<b>5</b>
2.1	Tasks and Obligations of the contractor .....	5
2.2	Other responsibilities of the contractor .....	6
2.3	Responsibilities of UNHCR (eCentre) .....	7
2.4	Other important points .....	7
<b>3</b>	<b>Content of the Technical Offer.....</b>	<b>8</b>
3.1	Company Qualifications.....	8
3.2	Proposed Services .....	8
3.3	Personnel Qualifications.....	8
3.4	Vendor Registration Form .....	8
3.5	Applicable General Conditions .....	8
<b>4</b>	<b>Evaluation .....</b>	<b>8</b>
4.1	Technical Evaluation .....	9
<b>5</b>	<b>Key Performance Indicators .....</b>	<b>10</b>
5.1	Performance Evaluation .....	10

# 1 Introduction

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## 1.1 Background

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### 1.1.1 Introduction

An ever increasing competition in the humanitarian environment will require continuous attention to the implementation of inclusive partnerships policies and approaches and innovative interventions at local level. UNHCR will need to ensure a pro-active approach to local and national levels preparedness engaging all relevant actors and expanding engagement of local authorities, private sector and host-communities. Preparedness work will need to also take into account identification of local capacity to train partner' organizations staff to prepare and respond to emergency situations.

## 1.2 Statement of Purpose & Objectives

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### 1.2.1 Purpose and objectives

The TOT workshop serves to promote training capacity in Government, NGO and UN partners in the region. Although it is not a core eCentre course, it supplements core training and technical support initiatives by enhancing the impact and effectiveness of trainers, in line with the “train the trainers” paradigm.

### 1.2.2 Scope and focus

The aim of this workshop is to expose participants to the range of methodologies and techniques that can help turn the delivery of humanitarian training into a participatory, high-impact and memorable learning experience. Emphasis is on developing and applying active learning methodologies such as exercises and simulations to reinforce learning. The workshop will be highly participatory and practical, focusing on techniques, tools and tips of training management, with participants themselves designing, delivering and critiquing presentations

Participants will be required to apply lessons in developing and delivering training based on their own experience. Video replay of results will be used to assist in self and peer critique and facilitator feedback.

Main content areas of the workshop

- Workshop dynamics, opportunities and limits
- Building a logical agenda
- Developing an agenda into a learning experience
- Preparing presenters and presentations
- Designing and using short group exercises
- Designing role plays, table-top simulations and field exercises

and other areas relevant to humanitarian response

### **1.2.3 Workshop details**

- **Scheduling:**

This workshop will typically be conducted one time per year. Pending available funding it may be conducted additional times in some years. The workshop is typically 3 to 5 days in length, but may be lengthened or shortened slightly depending on content requirements and other factors.

- **Materials utilized:**

- Visual aids (PowerPoint, video, others);
- Printed materials (workshop book, handbooks, manuals, handouts);
- Exercise materials (instructions, props); field equipment (telecommunications, first aid, other).

- **Participants:**

This workshop is intended for a diverse range of people involved in humanitarian operations: non-governmental organizations (international and national), and governmental partners dealing with humanitarian, refugee, IDP, human rights and development issues as well as staff of the United Nations, other intergovernmental organizations. It is intended that majority of participants will be coming from UNHCR partner organizations. Number of participants is normally 24 to 30.

- **Venue**

The workshop will take place in various locations throughout the Asia-Pacific Region.

Planned timing and location of this workshop are subject to change; therefore, a degree of flexibility is required from the contractor.

## 2 Requirements

### 2.1 Tasks and Obligations of the contractor

#### Task 1: Develop Workshop Objectives, Content and Methodology

- In close coordination with the eCentre Coordinator, provide input and advice to determine overall objectives of course, key content areas and strategy and methodology for presentation;
- Prepare draft agendas, course outlines and similar planning materials.

*Timeframe: approximately 12 to 3 months prior to workshop*

*Outputs: draft agendas, course outline and similar planning materials*

#### Task 2: Evaluate, Research and Gather Information

- Review existing course training materials to evaluate whether they adequately cover the objectives of the course
- Conduct research and gather materials from wide-ranging sources to ensure course content reflects the latest developments within the international community on the subject matter;
- Conduct research and gather material to ensure content reflects the latest policy and practice developments within UNHCR and the UN.

*Timeframe: approximately 12 to 2 months prior to workshop*

*Outputs: Gathered documents and other materials from wide-ranging sources*

#### Task 3: Prepare Workshop Materials

- Based on materials gathered in task 2, prepare presentation material, including PowerPoint slides, audio-visual aids and lesson plans/lecture notes for each presentation;
- Based on materials gathered in task 3, prepare standard materials for participants, such as a workshop guidebook and/or binder with all related handouts and other materials;
- Assume responsibility for copying and assembling all course and related materials for participants and resource persons, and transporting these to the training location;
- Prepare other props and audio-visual aids;
- Prepare standard briefing kits for the presenters of each course topic.

*Timeframe: approximately 12 months to 1 month prior to workshop*

*Output: workshop materials as described above*

#### Task 4: Design Interactive Exercises

- Design a range of realistic interactive exercises, including table-top exercises and field-based simulations, to support course content and objectives;
- Revise and update existing exercises and simulations as needed;
- Prepare exercise maps, instructions, role descriptions and other materials.

*Timeframe: 12 months to 1 month prior to workshop*

*Outputs: exercise maps, instructions, role descriptions and other materials*

#### Task 5: Liaise with Partners and Service Providers *(note: eCentre Coordinator will have primary responsibility for this task, but the contractor should provide support as described below):*

- As necessary and in coordination with the eCentre Coordinator, help to identify, contact and brief the resource persons for the workshop. The resource persons selected are subject to approval by UNHCR;
- Ensure that the resource persons are fully aware of the workshop objectives, content and methodology;
- As necessary and in coordination with the eCentre Coordinator, liaise with external partners to coordinate simulation exercises and other course events;
- As necessary and in coordination with the eCentre Coordinator, advise on venue requirements and liaise with venue staff to ensure needs are appropriately met.

*Timeframe: approximately 12 months to immediately before the workshop*

*Output: effective coordination among partners and service providers*

**Task 6: Act as Lead Facilitator for the Course**

- Ensure that administrative norms such as schedule, breaks, timeliness etc are understood and adhered to;
- Ensure that the workshop sessions are linked together and integrated into a coherent whole;
- Coordinate day-to-day activities of the workshop, including briefing, supporting and coordinating other workshop resource persons and facilitators;
- Facilitate and run various exercises relating to the subject material;
- Facilitate and lead group discussions related to the workshop material;
- Establish and maintain a learning atmosphere characterized by intellectual inquiry and openness, mutual respect and fun;
- As necessary, and in cooperation with UNHCR staff, liaise with venue staff to ensure appropriate standards of facilities and troubleshoot minor problems;
- Facilitate a final session designed to evaluate participant learning in the course, and/or collect participant evaluation input relating to the course.

*Timeframe: during workshop*

*Output: successfully conducted workshop*

**Task 7: Act as Presenter/Subject Matter Expert as Needed**

- In consultation with UNHCR staff, and in accordance with the facilitator's skills and experience, be prepared to act as a presenter and provide subject matter expertise for certain topics;
- Provide subject matter expertise and input for other specific subjects in a supporting role.

*Timeframe: during workshop*

*Output: successfully presented sessions*

**Task 8: Submit Evaluation Report**

- Submit an evaluation report upon completion of each workshop;
- The report should analyze and assess participant evaluations;
- The report should identify problem areas and make suggestions for improvement;
- The report should assess the workshop's overall success in meeting objectives, and is considered an essential part of evaluating the curriculum and pedagogical approaches.

*Timeframe: normally within 15 days of completion of workshop*

- *Output: report*

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## **2.2 Other responsibilities of the contractor**

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The selected company will be responsible for:

- Identifying by name at least two individuals, a primary and secondary, to be focal persons responsible for the terms of reference above. Both persons should have the background, qualifications and skills required to accomplish these terms of reference, in terms of both facilitation skills and familiarity with the subject matter.
- Ensure resource persons are fully aware of the workshop objectives, content and methodology;
- Providing facilitators to conduct each workshop. (UNHCR reserves the right to specify which facilitator and whether one facilitator or two will be needed for the workshop, and to include a further co-facilitator arranged independently by the eCentre if deemed appropriate. These details will be

determined during the planning stage of each workshop with consultation occurring with the contractor at as early a stage as possible).

- Producing the training materials (colour printing, copying and binding the manuals) and transporting of the manuals to the training location
- Submitting receipts for travel expenditures for the workshops as well as the preparatory missions if requested (to be invoiced separately). The company will therefore not be responsible in any way for payments to hotels/training centres other than own travel costs (unless otherwise arranged).

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## ***2.3 Responsibilities of UNHCR (eCentre)***

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- Identification of overall planning factors (anticipated workshops, dates, locations and facilitators needed) at the earliest stage possible;
- Determining overall course objectives (in consultation with the contractor)
- Determining course participation;
- Determining expert resource persons needed (in consultation with the contractor);
- Providing overall coordination and liaison among resource persons, partners and service providers (with contractor providing advice and support);
- Identifying suitable facilities for conducting the workshops (in consultation with the contractor).
- Making payments for meeting facilities. The selected contractor will not be responsible for payments to hotels and other training venues.

Facilitation and production of materials will be in English.

Specific timing and venue of each workshop will be determined in consultation with the contractor at the earliest stage possible.

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## ***2.4 Other important points***

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- Deliverables

Development and facilitation of one workshop per year of 3-5 day duration conducted in the Asia Pacific region.

A written evaluation report containing recommendations for improvements submitted within 15 days following conclusion of the workshop.

- Proposed period of contract:

3 years extendable with further 1+1 year

- Presentation of Offer:

Offers must clearly state and include a detailed breakdown of activities, timeframe and costs. The attached form should be used.

- UNHCR reserves the right to cancel any proposed workshop; in this event the contractor will be apprised as early as possible

## **3 Content of the Technical Offer**

### **3.1 Company Qualifications**

A description of your company with evidence of your company's capacity to perform the services required, including:

- Company profile, registration certificate and last audit reports;
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the project work with founding dates;
- Three or more letters of reference, with contact information and supporting proposals for learning activities or exercises.

### **3.2 Proposed Services**

- A sample training agenda conforming to adult learning techniques and modalities with examples of interactive exercises;
- A no more than 8 minute video highlighting core Sphere guidance with regard to emergency WASH standards with incorporated protection mainstreaming agenda.

### **3.3 Personnel Qualifications**

- A copy of the company organigram;
- Qualifications/CV of each individual proposed for facilitation and training development (please highlight language skills especially relating to capacity in delivering English, French, Spanish, Russian and Arabic)

### **3.4 Vendor Registration Form**

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex 12).

### **3.5 Applicable General Conditions**

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex 13) and including it in your submitted Technical Proposal.



## 4 Evaluation

### 4.1 Technical Evaluation

The **Technical offer** will be evaluated using inter alia the following criteria and percentage distribution: **70%** from the total score.

	Technical Evaluation Criteria	Max Rating
Company qualifications	<ul style="list-style-type: none"> <li>Service provider has proven and relevant knowledge, experience and familiarity in the field of Emergency and/or Security training related consultancy services.</li> </ul>	10
	<ul style="list-style-type: none"> <li>Service provider has knowledge, experience and familiarity with the international humanitarian system, UNHCR operations, and the UN security system, including UN and UNHCR policies, practices and operating norms</li> </ul>	15
	<ul style="list-style-type: none"> <li>Service provider has demonstrated experience and ability to conceive and organize training, produce materials and provide facilitation at highest quality standards, especially the development and management of interactive exercises and complex field simulations, and conduct evaluations and surveys.</li> </ul>	5
Proposed Services	<ul style="list-style-type: none"> <li>The proposal for training and workshop facilitation is conceived using relevant methodologies and facilitation approaches prioritizing intellectual openness, learning, mutual respect, exchange of information and network-building applicable also in complex political and/or cross-cultural environments</li> </ul>	35
Personnel Qualifications	<ul style="list-style-type: none"> <li>Service Provider has diverse personnel of different cultures and language skills (English, French, Spanish, Russian and Arabic) with demonstrated knowledge and experience in the subject matter treated in the workshops or events, in addition to the personal qualities, cross-cultural skills and technical ability to implement such initiatives.</li> </ul>	5
		70

The passing score of the Technical Evaluation is 40 out of 70 points.

## 5 Key Performance Indicators

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### 5.1 *Performance Evaluation*

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UNHCR expects to monitor the performance of the selected supplier.

Emphasis will be on the quality of the final report and provided clear inputs to assist UNHCR in the delivery of Emergency Workshops.