



**UNHCR**

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

**ANNEX A  
TERMS OF REFERENCE (TOR)**

**RFP/2017/1001 FOR THE PROVISION OF  
TUTORING SERVICES  
FOR THE MANAGEMENT LEARNING PROGRAMME FOR UNHCR**

**United Nations High Commissioner for Refugees Global Service Centre Global Learning Centre  
(UNHCR/GSC/GLC)**

UNHCR's Global Learning Centre is seeking a service provider for tutoring the Management Learning Programme (MLP) on behalf of the UNHCR's GLC in English for approximately 400-600 learners per year and meet the detailed requirements below.

**1. The Project**

**1.1 Background information**

The Management Learning Programme (MLP) is one of UNHCR's core blended learning programmes in management development, targeting middle managers with an approximately 6 month long course that combines a 360 degree feedback, self-study (blended curriculum with e-learning and videos) and assignments.

**The objective of the Management Learning Programme (MLP)** is to produce demonstrable, positive behavioural change for participants in relation to the following content areas:

1. Be aware of their own preferences in key domains of communication and management and adapt their style to fit different (organizational) cultural contexts
2. Apply communication skills with emotional intelligence
3. Understand unconscious biases and their impact in the workplace.
4. Create an open and motivating work environment where trust is established, performance and development are supported by coaching and support is provided in dealing with stress, conflicts and burnout.
5. Conduct a cost-benefit analysis and realign structure and resources to optimize processes for efficiency gains
6. Foster the innovation culture within the team and the organization
7. Plan, organize and manage projects systematically
8. Identify what works well, as well as factors hindering team performance and conduct a team development workshop to create an action plan to help move the team towards high performance.

Participants in the programme are mostly at the 'middle management' level.

Most of our MLP participants are located in remote and sometimes isolated UNHCR duty stations.

UNHCR's GLC revised the learning programme in 2016 and turned it into an exclusively on-line course comprising 3 phases. Each phase includes short e-learning, videos and individual or collaborative assignments that facilitate participants to put into practice the learning from the course. Assignments are available to colleagues after passing the gate test. We support participants' online learning with interactive live-webinars as well. The 360-degree assessment and feedback session are also important parts of the programme.

The revised MLP aims to:

- Further improve access to management learning by being fully on-line and have a duration of approximately 6 months. Be even more practical and emphasise on-the-job learning (align more with the 70:20:10 model)
- Operationalise the emerging role of managers in UNHCR in line with UNHCR's emerging People HR strategy
- Modularise the content
- Encourage participants to put their learning into practice with their actual teams through the assignments

**The language of the course:** The course runs in English. The tutoring services are to be performed in English.

**Invitation and registration for the course:** Invitation for the course is sent out in an email to all colleagues. Colleagues apply and register through UNHCR's Learning Management Platform, Learn&Connect.

**Access to the course:** Learners have access to the learning programme through Learn&Connect, where they are assigned to their curriculum which includes the e-learning module(s) and the assignments.

### **Deliverables:**

## **2. Project Deliverables and Requirements**

### **Administrative deliverables**

- Train the selected tutors on marking rubrics to ensure inter-rater reliability and consistency
- Coordinate tutors during the course (correspondence, follow-up, problem-solving)
- Consult GLC on any learner and course related issues
- Submit a final report on course completion and lessons learnt to the GLC, including a summary of a tutor evaluation completed by participants



**UNHCR**

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

### **Other project requirements:**

Participants need to complete in total 4 written assignments during the whole learning programme. We estimate that communication, reviewing and giving feedback requires about 0.5 working hour/assignment. When we calculate with 600 participants per year,  $600 \text{ participants} \times 4 \text{ assignments} \times 0.5 \text{ working hour / assignment} = \underline{1200 \text{ hours should be calculated as a maximum for giving feedback on first submission of assignments}}$ . **Tutoring is done online, in a written format and carried out remotely (off-site)**. Tutors will have to familiarize themselves with the course content and with the assignment tool on Learn&Connect by completing the respective e-learning modules and other course materials developed by the GLC.

Participants may be requested to rework their assignments if the quality and/or depth does not meet the standards set out in the marking guide. Reviewing and giving feedback on reworked assignments requires about 1/4 hour. One participant is entitled to maximum two reworks per course, i.e.  $600 \text{ pax} \times 2 \text{ reworked assignments} \times 1/4 \text{ hrs} = \underline{\text{maximum 300 hours should be calculated for giving feedback on reworked assignments for the whole course duration}}$  in case of 600 participants

The learning programme includes an online discussion forum as well. The purpose of the forum is to provide participants with a sense of community where best practices and common dilemmas can be shared. Tutors are required to use the online MLP forum to engage participants, as well as to share some course-related tips with them and answer their questions.

### **3. Vendor/Tutor Requirements**

#### **Vendor Requirements:**

- Experience in tutoring blended learning programmes for global audience
- Experience in managing and administering blended/distance learning courses. Relevant certificates/qualifications/proofs/references can be included in the technical proposal

#### **Requirements for proposed tutors:**

- Native or near native speakers of the English language
- Computer literate with access to internet
- Relevant academic background
- Ideally have experience in teaching and off-site tutoring

Relevant Certificates/Qualifications can be included in the technical proposal

#### **Quality Assurance:**

The bidders have to demonstrate and describe the quality assurance plan and mechanism they have in place to ensure consistently high quality and timely feedback given to learners. The agreement for giving feedback is 5 business days, which remains the same also in peak periods, irrespectively of the culmination of assignment submissions before deadline.

#### **Consideration:**

The bidders have to demonstrate that they can provide the adequately skilled people to assume the responsibilities and perform tutoring services. No substitutions will be made without prior written consent from the GLC. The company shall guarantee that the services will be uninterrupted for the

duration of the contract. Absences due to an emergency situation need to be approved by the GLC and a solution agreed so that the ongoing project is not adversely affected.

#### **4. The Expected Roles**

##### **4.1 The Expected Role of the Provider**

- Provider selects and trains tutors in cooperation with the GLC
- Provider allocates tutors to learners
- Provider's tutors give written feedback on participants' assignments. Tutors motivate and engage participants to maximize assignment completion for a good quality.
- Provider monitors tutors' and learners' progress and puts in place a mechanism for exceptional extensions of their assignment submissions. Exceptional extension of deadlines may occur due to unforeseen circumstances, for example work emergencies or long term medical issues.
- Provider assesses each participant, compiles and provides periodic status updates and final statistical reports to the GLC, including findings regarding the process and completion rate
- Provider provides ongoing support and feedback for learners through UNHCR's Assignment tool on Learn&Connect platform
- Tutors trigger lively conversations, moderate discussions and engage participants also in the online MLP forum
- Provider (Project Manager) maintains regular contact with the GLC

##### **4.2 The Expected Role of the GLC**

- The GLC announces the course and administers registration through the Learn&Connect platform
- The GLC gives accepted participants access to programme on Learn&Connect
- The GLCs sets up the course on Learn&Connect
- The GLC runs course evaluation through the Learn&Connect platform at the end of the course
- The GLC will provide the marking guide
- The GLC maintains regular contact with the Project Manager of the tutoring team
- The selected vendor will be provided with access to the course materials and to the assignments prior to the commencement of the course.

#### **5. Project management**

The GLC will determine and agree on concrete timelines, project milestones and deadlines with the selected vendor. The vendor is expected to provide a Project Manager to lead the provider resources and activities with close collaboration with the GLC's Project Manager.

The GLC team

An internal team will be assigned to the project: its role will be to bring functional and/or technical knowledge of UNHCR business and processes to the provider team throughout the course as needed.

- Project Managers –
  - UNHCR: GLC Management, Leadership, Communication and Innovation Unit



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United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

**6. Technical and Financial evaluation:**

For the award of this project, UNHCR has established evaluation criteria which govern the selection of offers received. Evaluation is made on a technical and financial basis. The percentage assigned to each component is determined in advance as follows:

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

	<b>Max. points obtainable</b>
1. General company qualifications & number of years in tutoring business. Company understanding of humanitarian sector and UN operations. Annual turnover, number of employees, capacity to deliver tutoring services.	10
2. Tutoring experience, total number of similar past or ongoing projects; number of references.	10
3. Proposed approach and methodology to tutoring and selecting tutors	10
4. Proposed Services - monitoring of tutors, administration and coordination of tutoring; reporting on learners' progress; quality assurance.	15
5. Experience of proposed tutors / administration staff / project management	25
<b>Total %:</b>	<b>70</b>

Remark: The Technical offer score will be calculated according to the percentage distribution for the technical and financial offers.

Your technical offer should be concisely presented and structured in the following order to include, but not necessarily be limited to the following information, supported with examples:

**1. General company qualifications & number of years in tutoring business. Company understanding of humanitarian sector and UN operations. Annual turnover, number of employees, capacity to deliver tutoring services. (max. 2 pages).**

A description of your company with the following documents: company profile, registration certificate and last audit reports:

- Year founded; number of years in tutoring business



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

- If multi-location company, specify headquarters location;
- Annual turnover – last one year
- Total number of clients;
- A description of knowledge and familiarity with the international humanitarian system, awareness of constraints and challenges of learning in humanitarian organization, understanding of relevant UN policies, practices and operating norms;
- Demonstration of capability to perform the project within the humanitarian sector.
- Number of employees

Any information that will facilitate our evaluation of your company's substantive reliability, financial and managerial capacity to provide the services.

## **2. Tutoring experience, total number of similar past or ongoing projects. Number of references (max. 2 pages)**

- Number and description of similar and successfully completed projects;
- Number and description of similar projects currently underway;
- Number of references with contact details
- A description of your organization's capacity to provide the service; the number of tutors;
- Based on the past and current similar projects, a description of your organization's knowledge and experience in these services.

Demonstration of capability to provide tutoring at highest quality standards.

## **3. Proposed approach and methodology to tutoring and selecting tutors (max. 2 pages)**

- A description of approach to tutoring; including methodology, selection and training of tutors
- Demonstration of capability to create a conducive learning environment in cross-cultural environments.

## **4. Proposed Services - monitoring of tutors, administration and coordination of tutoring; reporting on learners' progress; quality assurance. (max. 2 pages)**

- A description of experience and ability to monitor and support a tutoring team, including calibration of tutors in order to ensure that they provide consistent feedback to all participants on their assignments.
- A description of experience and ability to administer and coordinate learning programmes for a large group of learners, (600 participants)
- Demonstration of liaising with clients successfully.

## **5. Experience of proposed tutors/administration staff/project management**



**UNHCR**

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés

- A description of the composition of the tutors and administration staff you propose to provide;
- A description of tutors' knowledge and experience in the subject matter, in addition to the personal qualities, cross-cultural skills and technical ability to provide online tutoring;
- Curriculum Vitae of the dedicated project manager and the tutors (maximum 1 page per CV).

Please note: The bidders have to show that they can provide the adequately skilled people to assume the responsibilities and perform the full range of tasks included in the TOR (Annex A). No substitutions will be made without prior written consent from UNHCR.

The company shall guarantee that the services will be uninterrupted for the duration of the Frame Agreement. Absences due to an emergency situation need to be approved by UNHCR and a solution agreed so that the ongoing project is not adversely affected.

The **Financial offer** will use the following percentage distribution: **30%** from the total score.

The maximum number of points will be allotted to the lowest price offer that is opened and compared among those invited firms. All other price offers will receive points in inverse proportion to the lowest price; e.g.,  $[\text{total Price Component}] \times [\text{US\$ lowest}] \setminus [\text{US\$ other}] = \text{points for other supplier's Price Component}$ .

For evaluation purposes only, the offers submitted in currency other than US Dollars will be converted into US Dollars using the United Nations rate of exchange in effect on the date the submissions are due.

Your separate **Financial Offer** must contain an overall offer in a single currency, either in US Dollars, Euros or in the currency of your company's country.

The financial offer must cover all the services to be provided (price "all inclusive").

The Financial Offer is to be submitted as per the Financial Offer (Annex B). Bids that have a different price structure may not be accepted.

UNHCR is exempt from all direct taxes and customs duties. With this regards, price has to be given without VAT.

You are requested to hold your offer valid for 90 days from the deadline for submission. UNHCR will make its best effort to select a company within this period. UNHCR's standard payment terms are within 30 days after satisfactory implementation and receipt of documents in order.



**UNHCR**

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The cost of preparing a bid and of negotiating a contract, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.