

Annex A: Terms of Reference
Psychosocial services for UNHCR staff

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1 Introduction

1.1 Background

The Staff Welfare Section of the Staff Health and Welfare Service, DHRM is seeking to identify a reliable external provider of psychosocial services to staff to complement the in-house staff welfare resources. The psychosocial services particularly targeted by these Terms of Reference (TOR) are 1) the psychological preparation (PP); and 2) the end of assignment debriefing (EAD).

Since 2012, the Staff Welfare Section has been providing opportunities for psychological preparation prior to taking up a hardship assignment (in either D&E location or in an emergency setting) as well as the end of assignment debriefings following such assignments. Since 2015, this effort has been enhanced by engaging an external service provider as an alternative to Staff Welfare resources within UNHCR. These services are paid for by UNHCR and offered free of charge to the UNHCR staff.

About 1000 international staff members are assigned to D&E locations with standard assignment length of 1-2 years. Therefore the working number of staff who would be concerned in the psychological preparation and/or end of assignment debriefing is estimated to be 1000. The uptake of the services has been 60% for the psychological preparation and 30% for the end of assignment debriefing. The staff concerned have largely opted to use internal service provider although the proportion of staff opting for the external service provider is gradually increasing. The external service provider will be made available to UNHCR international staff assigned to hardship locations or national staff on international missions to hardship locations only.

1.2 Description of the required service

The psychological preparation is described in detail in the document, 'Psychological preparation for hardship assignments and missions' (SWS/SHWS/DHRM UNHCR, October 2012). The psychological preparation (PP) service includes two sessions facilitated through a phone/video conversation between the counsellor and the individual staff member. The psychological preparation is provided in a timely manner (no later than seven days) prior to the departure of the staff member for a mission, and a follow-up session is offered about a month following the (re)assignment. The duration of these sessions is approximately 90 min for the first session and about 60 min for the second session.

The end of assignment debriefing (EAD) service consists of one session facilitated through a phone/video conversation between the counsellor and the individual staff member. The EAD is provided either just prior to the departure of the staff member or soon after their departure from the hardship duty station. When facilitated after the departure from the hardship locations, this service should not be offered later than seven to fourteen days following the departure date. The duration of this session will be approximately 90-120 minutes.

Altogether, three sessions are possible per individual during the assignment cycle:

1. Prior to departure for an assignment (no later than seven days before) - 90 min.
2. One month after staff member arrives at the duty station - 60 min.

3. Prior to departure or at the latest between 7 and 14 days after departure from the duty station at the end of the assignment - 90 to 120 min.

An on-line psychological assessment is offered to clients prior to the first session of PP or prior to EAD. This is administered by the service provider chosen by the client. The completion of the psychological assessment is voluntary and it is used as a basis for the conversation. The assessment results are deleted after the consultation and are not shared with anybody apart from the client. Use of different psychological measures than one used is possible upon prior agreement with the Staff Welfare Section. No data collection for research purposes can be done without a prior agreement from the Staff Welfare Section.

Contracting the services

Each eligible staff member will have a choice to contract a preparation (PP) or a debriefing (EAD) session with:

- a Staff Welfare Officer, or
- with an external service provider.

The staff member can also decline the offer.

The staff members will confirm their choice in writing to the Staff Welfare Section. Those opting for the external service provider will be given the contact details. Our estimates based on the experience thus far is that 10-20 percent of staff who positively respond to invitation for these services, choose the external provider.

Duties of the external service provider

1. Upon contact by the staff member who wishes to receive this service externally, the external service provider will:
 - Set up the session time preferably within 48 hours following the contact by the client or the Staff Welfare Section.
 - Send a link to the client for the on-line psychological assessment and analyze the results
 - Facilitate the session
 - Send the link to the client for the on-line client satisfaction survey following the completion of the service (PP or EAD).
 - Schedule the follow up session with the client in case of the PP.
2. Assess the need for mental health referral and facilitate the referral to mental health professionals as necessary.
3. Maintain a statistical record of the number of sessions facilitated and provide quarterly statistical reports to the Staff Welfare Section together with any suggestion for improvement of the used procedures and protocols.
4. Conduct periodic consultations with the Chief, Staff Welfare Section in order to ensure the best use of the services and internal support needed.

UNHCR protocols for psychological preparation and end of assignment debriefing will be shared with the external service provider that is selected in the tendering procedure.

The external service provider should be able to:

- Conduct the sessions in accordance with the professional Code of Ethics
- Offer services in English and French, with other UN languages being an asset.
- Be highly service oriented
- Have capacity and interest to gather the practical information on the operation that might be useful to the staff
- Work in the best interest of the clients
- Be able to provide concise and clear reports on utilization of services (quarterly) and impact (annually).
- Collaborate with the Staff Welfare Section

Purchase Orders

The payment per session (one meeting with the staff member) would be done monthly or quarterly based on the quantity of sessions utilized and the preference of the external service provider. No advance payments would be facilitated. UNHCR will pay only for the rendered services i.e. in case of no services are requested, no payment will be made. Payment of annual administration cost can be considered.

Applications

The applications should demonstrate the capacity to meet the above requirements. The bids should contain the description of the bidder's engagement with this process and make their case how they would meet the requirements. The detailed and precise information is required (including as to the key elements of the PP and EAD sessions).

The bidders also need to demonstrate the capacity to absorb a wide range of clients from 0 - 1000 across different time-zones. They should present their human resources dedicated to the project with their qualifications, professional experience and languages spoken. The bids should also contain a detailed budget outline for three scenarios: low utilization, moderate utilization and high utilization.

Bidders should also attach description and references for similar projects they had previously conducted or they may be currently conducting.

Timeframe

The engagement of the external service provider is expected to take place in June/July 2018. The frame agreement will be initially issued for the period of two years, extendable for further one plus one year period. The utilization reports, the evaluation reports as well as the appraisal by the Staff Welfare Section would be the basis for extension of the contract.

2 Requirements

2.1 Core Requirements

- Capacity to facilitate sessions in English and French. The capacity to run sessions in Arabic and Spanish will be an asset.
- Capacity to manage scheduling of sessions including the capacity to reply to clients within 48 hours after the email contact.
- Capacity to apply psychological assessment through an on-line tool (ie. SurveyMonkey)
- Maintain the statistical record of the number of sessions facilitated and provide quarterly statistical reports to the Staff Welfare Section together with any suggestion for improvement of the used procedures and protocols.
- Conduct periodic consultations with the Chief, Staff Welfare Section in order to ensure the best use of the services and internal support needed.
- Have technical capacity, including a good phone and internet connection and other technical facilities to conduct a video conversation.
- Be familiar with the experiences of the humanitarian workers, have an idea about the living and working conditions their clients will face in different geographical areas and be appraised of the key political and humanitarian developments that impact on the work of the UNHCR staff.
- There will be no requirements to travel for facilitation of the session. Once a year travel to Geneva for the evaluation meeting might be proposed.
- The initial contract duration will be 2 years. UNHCR may, at its own discretion extend the contract twice by one year each.

2.2 UNHCR's Responsibilities

- UNHCR protocols for both services will be shared with the external service provider that is selected in the tendering procedure.
- UNHCR will promote the use of the external service provider amongst its staff.
- UNHCR will provide the information to the external service provider needed to perform the indicated services.
- — Ensure regular payments upon presented receipts for the services delivered.

2.3 Grounds for disqualification

The external service provider will be expected to sign the UNHCR Code of Conduct as well as to uphold its principles and values.

Any information about unethical professional or personal conduct might lead to disqualification from the bidding process. Equally, providing untruthful information in the bidding process might lead to disqualification or breach of contract.

3 Content of the Technical Offer

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

3.1 *Company Qualifications and References*

- A description of your company with evidence of your company's capacity to perform the services required and an understanding of UNHCR and its requirements for psychological preparation and end of assignment debriefing
- Company profile, registration certificate and last audit report
- 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
- A short description of minimum three past relevant projects. If any projects with UN bodies or comparable organizations that have hardship deployment have been realized those should be highlighted.
- Outline that the size of the team will be sufficient to provide the service
- Three or more positive references from the non-profit, public or governmental sector, including, if possible references from another UNHCR branch or UN agency

3.2 *Quality of service proposal*

- Detailed outline of the service the supplier would provide that clearly addresses all key requirements and shows an understanding of UNHCR's needs. Especially showcasing:
 - understanding of the UNHCR's organizational culture and complexity of the staff mobility in UNHCR;
 - awareness of the framework of support to humanitarian personnel
 - understanding the key psychological hazards in UNHCR for the mobile workforce
 - ability to connect with humanitarian personnel and make the services highly relevant to them
 - ability to initiate suggestions and innovative ideas for the project
 - proactiveness in addressing emerging issues, particularly those repeating across different sessions and different clients
- Confirmation that the scheduling timeline outlined in the ToR is feasible for the vendor. Outline of vendor's timeline for the service
- Detailed design of reporting format and process. The reporting format should be concise, informative and easy to use, the reporting process and schedule should demonstrate understanding of UNHCR's needs and practicality.

3.3 Personnel Qualifications

- Outline of the proposed team and the team members CV's (max. 3 pages per CV). The team will be evaluated on: academic qualifications in clinical psychology, counselling and/or psychotherapy, training in a range of psychotherapeutic approaches, years of work experience, language skills, demonstrable therapeutic skills, experience in providing services to humanitarian personnel, UN staff and personnel in hardship deployment
- If applicable, evidence that the proposed personnel has experience of successfully providing psychological services to diverse populations in different continents or diverse populations in general showing the team's ease of operation across the categories of gender, culture, religion, age, sexual orientation among others.
- Outline of the project management plan and evidence that the proposed personnel can successfully manage this project

3.4 Vendor Registration Form

Please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex C).

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 D) 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: **60%** from the total score.

1. Company Qualifications and References 1.1 General liability/capacity of the company 1.2 Description of the firm and the firm's qualifications 1.3 Relevant past project experience 1.4 Relevant past project experience in the humanitarian sector	Max points 7
2. Quality of Service Proposal 2.1 Understanding of the service requirements 2.2 Approach and methodology for implementation 2.3 Reporting and evaluation	Max points 28
3. Proposed personnel 3.1 Qualifications of proposed consultants 3.2 Relevant past project experience of the staff 3.3 Work experience in diverse setting	Max points 25

Some technical criteria will be subject to minimum passing scores; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

Only external service providers that have the capacity to facilitate sessions in English and French will be considered technically compliant.

Vendors that score less than 40 out of 60 points overall in the technical evaluation will not be considered technically compliant.

5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR will monitor the performance of the selected supplier through the application of the client satisfaction survey. Following the second session of psychological preparation and following the End of Assignment Debriefing the service provider sends a link to the satisfaction survey to the client which enables the Staff Welfare Section to see the feedback for each individual internal and external service provider. The average expected satisfaction rate should be 4 or above. In case of a lower average, a revision of the process and services is set up to improve the rating.

Regularity and quality of reporting is another key performance indicator that will be monitored through the timeliness and accuracy of provided reports.

Finally, the professionalism in handling sensitive information - such as management of individual cases which may require additional support, discussion of observed trends either positive or negative, proactive indication of negative trends and contribution of problem solving will be the third key performance indicator.

The performance evaluation takes place annually and is the basis for contract extension. The average client satisfaction mark of 3.5 or lower for all external service providers may result in non-renewal of the contract.