

**Annex A: Terms of Reference**

**Off-the-shelf Soft-skills (Including Human Resources) and IT E-learning Courses for End-users and IT Professionals**

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# 1 Introduction

## 1.1 Background

The **Global Learning Centre (GLC)** in Budapest was established with the goal of providing all staff who carry out UNHCR work with opportunities to learn new skills, acquire knowledge to improve their performance and better manage their individual career paths. The GLC is responsible for coordinating internal learning activities agency-wide, ensuring that learning design, delivery, and evaluations have the highest substantive and methodological integrity, and that learning activities closely reflect institutional priorities.

Learners in UNHCR are located in over 300 offices around the world, with an emphasis on skilled generalists, UNHCR staff is expected to be flexible and assume responsibilities in a range of different skill areas, which demands even more access to training and learning than usual.

This generates the demand for a sophisticated and efficient approach to offer training for the staff.

Some examples of learning opportunities currently offered by UNHCR include:

- Protection (UNHCR core mandate)
  - Protection Induction Programme
  - Statelessness
  - Internally Displaced Persons
  - RSD & Resettlement Learning Programme
  - Age, Gender and Diversity Mainstreaming (including Sexual and Gender-based Violence)
- Programme
  - Programme Management Levels 1 and 2
  - Results-Based Management
  - Operational Data Management Learning Programme
  - Cash-Based Interventions
  - Livelihoods Learning Programme
- Finance Management
  - Principles of the Procurement to Payment Cycle
  - Fundamentals of Finance Management for Senior Managers
- Supply Management
  - Basic Finance and Supply Chain: Procurement Ethics
  - Supply Chain Learning Programme
- Emergency
  - Emergency management
- Security

- Basic & Advanced Security in the Field
- Security Awareness
- Management & Leadership Development
  - Management Learning Programme (MLP)
  - Strategic Leadership Programme
- Others
  - Prevention of Harassment in the Workplace
  - Effective Writing Course
  - External Studies
  - Facilitation of Learning Programme (FOLP)
  - Health Education
  - Induction and Orientation
  - Information Technology
  - Language
  - Staff Welfare

UNHCR currently has also several hundreds of off-the-shelf e-learning courses in the following topics:

- IT - Word, Excel, PowerPoint courses (for ECDL/ICDL certification)
- Soft-skills courses

Since the establishment of UNHCR's Learning Management System (LMS) so called "Learn & Connect" more and more staff members have been accessing the online course catalogue and reached out for soft-skills and IT courses. UNHCR would like to continue to provide learning for the staff members via e-learning; however a targeted approach may need to be taken depending on the cost of the courses, demand from users and available budgets. Regarding number of users, and based in previous years figures, we have been experiencing an approximate number of 9,300 registrations for Soft-skills & HR and 3,500 for IT related courses yearly.

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## ***1.2 Statement of Purpose & Objectives***

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The purpose of this Request for Proposal is to enable UNHCR to select and contract an off-the-shelf e-Learning content provider to deploy web based training for **soft-skills (including human resources) and IT** topics on UNHCR's learning management system (LMS) based on the requirements in this RFP.

The established Learning Management System (LMS) "Learn & Connect" has and will be continuously bringing learning closer to learners - with a heightened emphasis on web-learning, e-learning, and even mobile learning. Users can access the UNHCR's mandatory e-learning courses and most of soft-skills & IT e-learning courses through Learn & Connect.

As there is a requirement to update the current off-the-shelf e-learning content in the areas described in Annex A1 for soft-skills and HR e-learning courses, Annex A2 for IT e-learning courses for End-users and in Annex A3 for IT e-learning course for IT Professionals, the e-learning courses provided by the selected vendor will be used as stand-alone courses and within UNHCR's blended learning programmes.

## 2 Requirements

### 2.1 Core Business Requirements

Detailed requirements are included in **Annex A1**, **Annex A2** and **Annex A3** and each is assessed as Desirable or Mandatory.

The requirements include:

- Topic requirements
- Language requirements
- Design requirements
- Technical requirements

Each requirement must receive a full response, in order and by number, indicating either how the courses meet the requirements. In order to respond to this RFP the provider is invited to respond to these requirements including whether the requirement is “fully met” by the proposed solution, whether there is a “work around” or “cannot be met.” Providers are also asked to comment on the answers, in particular if it is not fully met by the proposed solution.

### 2.2 Technical Requirements

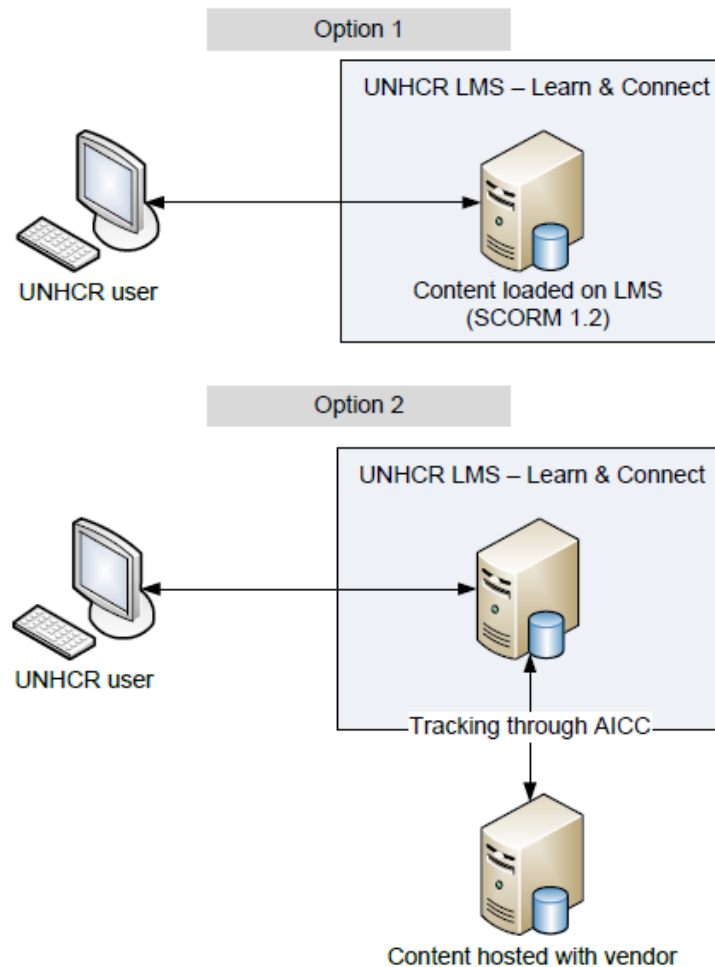
The eLearning courses will be primarily delivered over UNHCR’s Learning Management System (LMS), “Learn & Connect”. UNHCR’s LMS is based on Cornerstone on Demand’s software as a service (SaaS) solution. See [www.cornerstoneondemand.com](http://www.cornerstoneondemand.com) for further information.

The 2 technical options that should be available for integration with the LMS are (see diagram 1):

1. Content hosted on UNHCR’s LMS, Learn & Connect. Tracking through SCORM 1.2 (see Annex H)
2. Content hosted on the supplier’s servers and tracked through AICC (see Annex I)

Online courses will be delivered via the LMS to staff members worldwide (see Annex G - UNHCR world presence), including locations with very low bandwidth and connection speed (i.e. lower than 64kbps). The online courses provided are expected to be adapted to and operate adequately in such environments. Further information on UNHCR’s technical environment is specified in Annex F.

The courses are deployable in UNHCR field offices via USB sticks (Unplugged cards) with the ability to send tracking information back to the LMS.



**Diagram 1: Expected architecture**

## **2.3 Customer Responsibilities**

### ***Pre-requisite Experience***

UNHCR will only consider responses from companies with demonstrable experience of supplying and deploying enterprise learning solutions in similar situations. Involvement in projects within the UN system or other similar International Organizations is also seen as favorable towards provider selection.

### ***Project Management***

UNHCR will determine and agree on concrete timelines, project milestones and deadlines with the selected vendor. UNHCR will take into consideration the ability of the vendor to deliver online courses based on the requirements described in Annexes A1 and A2 within a competitive timeframe.

The vendor is expected to provide a Focal Point to lead the provider resources and activities with close collaboration with the UNHCR Project Manager.

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## ***2.4 UNHCR Responsibilities***

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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 design, build, testing, and deployment needed.

Key UNHCR Team:

- Project Manager - Global Learning Centre (GLC) Budapest, Hungary
- Technical focal point - Global Learning Centre (GLC) Budapest, Hungary
- Participation / contribution from GLC for course selection

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## ***2.5 Risk Management***

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The provider will assume a direct responsibility for risk management to the extent that project deliverables should not be imperilled. To this end, the provider will work with UNHCR project management to ensure that risk is at all times identified in a timely manner, and managed to ensure that the project is not adversely impacted. Appropriate documentation will be maintained for UNHCR project management.

## 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*

- **Description of the company, the company's 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
  - Year the company was founded
  - 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.
  - Any information that will facilitate our evaluation of your company's substantive reliability, financial and managerial capacity to provide the services.
  - A description of knowledge, experience and familiarity with the international humanitarian and development system, awareness of constraints and challenges of learning in humanitarian and development organizations, understanding of relevant UN policies, practices and operating norms.
- **Relevant references with complete contact details**
  - Please provide minimum 3 recent client references in similar projects including client names, titles, contact details (and web-link if possible) with deliverables. References with the non-profit, public or governmental organisations or private sector are welcome
  - Number of similar and successfully completed projects
  - Number of similar projects currently underway
  - Total number of clients
  - Top five clients by similarity and size of development
  - Altogether, Bidders must demonstrate relevant expertise, capacity and experience through specific and relevant examples, and/or verifiable client



- **Understanding of the requirements for services, proposed approach, solutions, methodology and outputs**

Any comments or suggestions on the TOR, as well as your detailed description of the manner in which your company would respond to the TOR:

- A description of your organization's capacity to provide the service
- A description of your organization's experience in providing these services

- **Proposed personnel to carry out the assignment**

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### ***3.2 Approach and Methodology on E-learning courses as per Annex A1, Annex A2 and Annex A3***

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- The E-learning courses will be evaluated against the following criteria:
  - Content topic relevance
  - Level of interactivity
  - Quality of design
  - Diversity considerations
  - Language availability
  - User friendliness
  - Ease of technical integration

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### ***3.3 Access to Demo Courses***

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Provide direct access to demo courses on an online platform to each of the Modules you submit a bid for the Technical Evaluation Team to access. The Demos shall prove vendor's approach to content presentation, navigation of the course, audio, type of avatars so as to provide a general impression of the course.

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### ***3.4 Vendor Registration Form***

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

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### ***3.5 Applicable General Conditions***

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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: **70%** from the total score.

Item		Score Weight
1	<b>Company Qualifications</b>	
	General Organizational Capability and financial stability (see section 3.1)	5
	Reputation of organization and relevance of: <ul style="list-style-type: none"> <li>Specialized Knowledge</li> <li>Experience on similar programme / Projects</li> <li>Market presence and ratings by leading analysts</li> </ul>	5
2	<b>Proposed Solution</b>	
	Content topic relevance	10
	Level of interactivity	10
	Diversity considerations	10
	User friendliness	5
	Quality of design	10
	Language availability	10
	Ease of technical integration	5
	<b>Total:</b>	<b>70</b>

The technical criteria will be subject to minimum passing weighted score of 42 out of 70; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

### 4.2 Financial Evaluation

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