

Annex 9: Terms of Reference

Senior Emergency Leadership Program (SELP)

29 January 2018

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1 Introduction

1.1 Background

1.1.1 Introduction

With the continuous increase in the number of emergencies, there is a general recognition that UNHCR needs to step up its capacity to respond in an effective manner. Recent experiences have highlighted the need to build capacity in a number of areas: these include the ability to deploy the necessary colleagues within the shortest time frame, but also the bolstering of a suite of key competencies to ensure the effective delivery of protection and assistance, and to maintain and enhance UNHCR's position in an increasingly inter-agency humanitarian environment.

Based on an analysis of current challenges to leadership and coordination, the IASC Principals agreed, inter alia, on the need to strengthen leadership capacities and rapid deployment of humanitarian leaders at various levels. The particular challenge of short-notice deployment of senior staff at the P5-D2 level to lead complex operations, which is also a concern to UNHCR, is being addressed with the SELP which serves to train members of UNHCR's Senior Corporate Emergency Roster (SCER). The SELP serves to identify members of the SCER and thus enhance UNHCR's senior level deployment mechanism.

The SELP provides an opportunity to refresh and update the required skills and competencies, and to ensure personal preparedness ahead of the deployment. Hence, the SELP's purpose is to prepare senior colleagues for emergency deployments of up to two months, either in locations where an office already exists, or in locations where no other support is available. Roster members will be on call for a period of one year

1.2 Statement of Purpose & Objectives

1.2.1 Purpose and objectives

General Leadership

1. Lead the development and implementation of integrated protection and assistance strategies, in complex inter-agency emergency environments, relevant to both refugee and IDP operations;
2. Demonstrate a variety of leadership skills, including: contextual analysis; external stakeholder relationship building; refugee coordination and sectoral response; engagement as necessary in mixed situations and clusterised response; negotiation with a variety of stake-holders; assessing, implementing and managing changes in tasks, structures, processes and relationships, etc., while demonstrating relevant emotional intelligence and team leadership of colleagues.
3. Demonstrate relevant managerial skills to ensure emergency preparedness and management as well as the management of financial and human resources and other relevant assets of the Office of the UN High Commissioner for Refugees; duty of care towards persons of concern and UNHCR's own workforce; security risk management, etc.

- **Operational Leadership Objectives**

4. Demonstrate sound management skills in an emergency context;
5. Establish, manage and account for emergency operations in line with the precepts of results-based management (e.g. emergency standards and indicators), sound financial and human resources management, information management, etc.;
6. Build external relations and fund-raising strategy in support of the operation to assist UNHCR's sectors and relevant clusters.

- **Team Leadership Objectives**

7. Demonstrate ability to lead a UNHCR team in an emergency, communicate a strategic vision, build the team, manage conflict, etc.;
8. Manage personal and team security, health and wellbeing.

1.2.2 Workshop details

Participants

Each year there would be a "class" of 15-25 individuals enrolled in the SELP for the SCER \. All or most should be in senior management positions, at the P5/D1 level and above or equivalent.

The consultancy will comprise the delivery of up to two learning programs each year for senior UNHCR personnel.

Elements of the SELP

The SELP comprises three main components:

- A six week self-study phase in which participants review a set of reading materials on various aspects of emergency management.
- A five-and-a-half day workshop
- The self-study phase of SELP will be available through the UNHCR Learn & Connect platform

Design principles and criteria

The SELP will:

- Draw on the latest thinking on leadership and management
- Support individual self, peer and supervisor assessment and identification of developmental needs as well as the creation of individualized learning strategies responding to individual learning styles and the basis of time available.
- Utilize a variety of assessment and learning methodologies, both individual and group that foster a community of learners. Methodologies for consideration include individual learning modules, workshops, coaching, mentoring, peer-to-peer support, games, simulations, etc.
- Make smart use of technology (email, internet, CD Rom, tele- and video-conferencing while ensuring access for participants in the program in deep field locations where access to the internet is not available.
- Integrate a multi-cultural perspective
- Provide for leadership development on the basis of a long-term perspective based on career-long learning
- Incorporate appropriate linkages to and reinforcement of other leadership and management learning programs while avoiding duplication
- Contribute to knowledge development in the form of best practice, tools and guidance and overall strengthening of the realm of humanitarian leadership and management

Training materials

The full training materials package will include all participant and trainer guides, and relevant support materials. The SELP is a blended learning programme involving individual, small group and workshop learning strategies. Participants will engage in individual/small group learning activities during the workshop which would represent the core training event as well as follow-up individualized learning activities focusing on application of key knowledge and skills.

Timeframe

One to two training events per year for the period between 2018 and 2020.

Learning Program: The SELP typically takes place once yearly in May, but in some years two cohorts may occur during 2019 – 2020, exact dates to be determined. Each self-contained workshop will last 5 and a half days and will be fully residential. Each day will be designed flexibly around a daily four-session model, of some 90 minutes each. An additional fifth session will be planned for the evenings.

2 Requirements

2.1 *Tasks and Obligations of the contractor*

Task 1:

- Prepare the format and content of the learning programme (pre-workshop, individual, small group, workshop, post-workshop) based on the materials already used by UNHCR, the UN, NGOs and others;
- Assist in determining the most appropriate mix of training methodologies to accomplish the objectives with the target audience.

Task 2:

- Liaise closely with the UNHCR's Global Learning Centre and its Emergency Management Training Unit (EMTU) as well as the Division of Emergency, Security and Supply (DESS) to improve the program content and to deliver the workshop.

Task 3:

- Liaise closely with the UNHCR GLC's EMTU and DESS in the preparation process and development of curriculum and materials for distribution to the participants, including assignments and exercises to be completed by participants. Ensure thorough review of participant results prior to the workshops to ensure adequacy of responses and tailor level of the workshop program to needs of participants.

Task 4:

- Prepare and adjust the course content and the training materials to ensure that considerations listed above are taken into account;
- Develop and prepare new training materials, including scenarios and case studies as necessary.

Task 5:

- Review the objectives for each learning activity and workshop session and recommend adjustments, as necessary;
- Prepare standard briefing kits for the presenters of each course topic.

Task 6:

- Ensure that the learning programme agenda, the content and the training materials are adapted to the specific needs of the audience, based on their grade and experience level, and regional specificities as appropriate.

Task 7:

- Act as course coordinator and facilitator throughout the learning programme. As facilitator, ensure that the workshop sessions are relevant and integrated into the training as a whole.

Task 8:

- Run planning, analysis and response exercises.

Task 9:

- Act as resource person in a variety of topics during the workshop as needed. UNHCR will normally provide resource persons to assist with the training. However, in exceptional circumstances and in the absence of UNHCR staff to undertake these tasks, the contractor may, upon authorisation, engage local resource persons. Any agreement with non-UNHCR resource persons will have to be approved by UNHCR, which will cover any costs incurred.

Task 10:

- Ensure follow up to the training as needed
- Provide on-going evaluation and measure indicators
- A brief evaluation report will be prepared following the completion of each workshop summarizing the participant evaluations and assessing workshop strengths and weaknesses.

2.2 Other responsibilities of the contractor

- Prepare all components of the learning programme and submit it to UNHCR EMTU for review and suggestions;
- Prepare and supply all training materials for the courses, including the workshop binder;
- Prepare and review the content of the binder for each workshop;
- Assume full responsibility for copying and assembly of course and related materials for participants and resource persons including transport to the training location;
- The selected company will be responsible for providing a facilitator to conduct each workshop and coordinate and direct the activities on the ground. UNHCR and the company will identify other resource persons as needed. This will be arranged at the planning stage of each workshop;
- The selected training company will cover the facilitator's own economy class travel (as approved by GLC EMTU), accommodation and meal costs during a residential workshop.

2.3 Responsibilities of UNHCR (GLC)

- Identify suitable facilities for the holding of the workshops in consultation with the contractor.

The selected company will therefore not be responsible in any way for payments to hotels/training centres other than their own accommodation costs and travel.

The contract for consultancy will be subject to UNHCR's standard terms and conditions for services (attached). Payment will be by Bank Transfer, within 30 days of receipt of invoice.

2.4 Other important points

- Deliverables
 1. A complete compendium of learning program agenda, course modules with sufficient information and details to stage the sessions, simulations etc. (all in electronic form and hard-copy).
 2. Identification of the resources needed to implement the learning program.
 3. Staging of up to two workshops each year
 4. A written evaluation report on the learning program content and training materials including recommendations will be produced after each workshop. The report will be discussed with the members of the IASC and form the basis for future adjustments to the course.

Timeframe: 30 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/format 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
- Familiarity with humanitarian standards and indicators (Sphere) and with UNHCR's Emergency Handbook (www.emergency.unhcr.org) - for information purposes

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 leadership skills required of emergency humanitarian managers.

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"> Service provider has proven and relevant knowledge, experience and familiarity in the field of Emergency and/or Security training related consultancy services. 	10
	<ul style="list-style-type: none"> 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 	15
	<ul style="list-style-type: none"> 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. 	5
Proposed Services	<ul style="list-style-type: none"> 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 	35
Personnel Qualifications	<ul style="list-style-type: none"> 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. 	5
		70

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

5 Key Performance Indicators

5.1 *Performance Evaluation*

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.