

**UNHCR**

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

TERMS OF REFERENCE FOR THE DELIVERY OF FACILITIES MANAGEMENT SERVICES TO UNHCR

Proposals from bidders must include all services listed in this document, either directly or through management of sub-contractors, in order to be considered valid. Therefore, bidders submitting incomplete proposals will be disqualified and will not be considered further.



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SECTION 1. INTRODUCTION

UNHCR Headquarters (HQ) premises are located at 94, Rue de Montbrillant, Geneva, Switzerland, comprising approximately 8000 square meters of office and conference space with currently 800 UNHCR staff and consultants.

The objective of the Terms of Reference (TOR) for the delivery of Facilities Management Services is to assist prospective Facilities Management bidders (Service Providers) in understanding the requirements of UNHCR, referred to hereafter as the Client, for the provision of Facilities Management (FM) proposals that represent value for money.

The Client seeks to obtain a FM solution that can be objectively monitored and measured. In this way the FM solution can be adapted and flexed by the Service Provider to drive a continuous improvement process to better assist the Client in achieving its objectives in ensuring the delivery of an efficient and effective service. The Service Providers should identify how they propose to maintain and service the UNHCR premises in Geneva for an initial period of three (3) years with the possibility for UNHCR to extend for two additional consecutive periods of three (3) and one (1) year each, at UNHCR's sole discretion and upon satisfactory performance of the Service Provider.

The FM solution for the HQ premises shall consider the complete range of services to be provided and interface operational requirements with other Sub-contractors, if necessary, as well as with the Client and the premises users.

The Client expects to receive proposals articulated through Service Delivery Plans (SDPs) that offer total FM solutions, accommodating the constraints of building design and operations, site size, location and layout as well as the demands of the service requirements and existing fixed equipment and assets. The Client expects that Service Providers will seek out all limiting factors at an early stage in their bid preparation to determine appropriate solutions for the services delivery. The deadline for Service Providers to submit their queries is Aug 25, 2019 please refer to the timeline sets out in section 2 for more details.

The Service Provider will be expected to provide support and assistance to the Client in driving down future operational costs and increasing buildings efficiency and assist the Client in improving FM service delivery.

The Service Providers are encouraged to develop proposals that meet the Client's requirements and provide services that will deliver year-on-year savings and service improvements.

The Client is seeking a comprehensive FM solution. Though the Client has applied its best endeavours to provide a full description of the premises and the services, it is considered essential that prospective Service Providers visit the premises in order to familiarize themselves with the buildings and undertake thorough condition survey of the Premises. The Client will arrange a mandatory site visit (see details in section 2) and will allow each Service Provider, one working day in which to conduct their survey. Any and all costs associated with the preparation and submission of proposals, including but not limited to any costs related to the conduct of such survey, are to be carried by the prospective Service Providers.

The Client expects to receive from the Service Providers a proposal that includes a comprehensive response to all Service Requirements, with detailed SDPs for all aspects of the proposed FM services. Service Providers submitting incomplete proposals (i.e. proposals that would not include all Service Requirements) will be disqualified and not considered further. All proposals must include a schedule presenting which service elements or services are proposed to be provided directly by the Service Provider or to be sub-contracted. In case sub-contracting is required, the proposal shall clearly indicate the name of such Sub-contractor(s) and all relevant details.

It is important to note that UNHCR is renting MBT Building from the FIPOI (Fondation des Immeubles Pour les Organisations Internationales). FIPOI is taking care of all the major technical installations CVSE (Heating, Ventilation, Sanitary, and Electricity). Two technicians from FIPOI are permanently on site for the maintenance of these installations.

SECTION 2. REQUEST FOR PROPOSALS TIMELINE

The planned timeline of the Request for Proposals process is the following:

Step	Date	Process/Milestone	Milestone description
1	July 22, 2019	RFP issued	RFP released by UNHCR to the bidders
2	Aug 19, 2019	Bidders to confirm their intention to attend the mandatory site visit	Bidders to confirm their intention to attend the site visit of UNHCR premises and to provide names of participants (2 participants max. by company)
3	Aug 22, 2019	Mandatory site visit	Bidders will be required to attend the mandatory site visit of UNHCR premises if they wish to submit a proposal
4	Aug 25, 2019	Bidders to submit questions	Bidders to submit any questions by email by Closure of Business
5	Sep 02, 2019	UNHCR to issue responses to bidders questions	UNHCR to respond to the bidders by Closure of Business
6	Sep 25 2019	Bidders to confirm intention to submit a proposal	Bidders to confirm by email intention to submit a proposal by Closure of Business
7	Oct 05, 2019	Closing of the RFP - Bidders to submit their proposals	Bidders to submit their proposals to UNHCR by latest 23:59 CET
8	March, 2020 (estimated)	Award notification to the successful Service Provider	
9	April 2020	Contract start date	

SECTION 3. CONTRACTUAL ARRANGEMENT

The intention is to establish a frame agreement with the successful Service Provider for an initial period of three (3) years with the possibility for UNHCR to extend for 2 additional



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consecutive periods of three (3) and one (1) year, at UNHCR's sole discretion and upon satisfactory performance of the Service Provider.

The Client is seeking a comprehensive Facilities Management solution and it is the client's preference to select one single Service Provider as a result of this RFP. However, the Client may decide to award more than one contracts.

The award notification will be provided to the successful Service Provider as soon as possible upon finalization of the evaluation of the proposals received (estimated date is) with an anticipated contract signature as early as possible in.

The intended start date of the contract is. This is to allow sufficient time to the successful Service Provider to make all necessary arrangements (including those related to the sub-contracting of services) and to ensure a smooth transition, where applicable.

The preferred implementation plan is to have the provision of all services starting at the same time on. However, if well justified and explained in the proposal, the Client may be willing to accept a progressive project implementation plan. In this case, it is expected that the proposed methodology and approach be clearly described in the proposal.

SECTION 4. DEFINITIONS

In the context of this document, the following definitions shall apply:

- **Facilities Management (FM).** The building and services management of the premises, consisting of an overall management service, hard FM and soft FM services as agreed with the Client.
- **Terms of Reference.** The requirements of the specific services as defined by the Client. The delivery of specified requirements at the expected service levels, shall be measured through the use of Key Performance Indicators (KPIs).
- **The Client.** The United Nations High Commissioner for refugees (UNHCR).
- **Sub-Contractor.** Entity employed by the Service Provider to assist it in supplying Facilities Management Services to the Client, as defined in the initial proposal or as formally agreed by the Client (in advance and in writing) at a later time.
- **The Services.** The Services itemized for inclusion within the Service Provider's proposal and any subsequent Agreement.
- **Management Services.** The overall management, liaison, supervision, reporting and coordination of the Services.
- **Hard FM.** Services that comprise the maintenance of the 'built environment' in a 'fit for purpose' state. This service shall include, but not be limited to finishes, fixtures, furniture and equipment maintenance.
- **Soft FM.** Services that are support services to the premises users: cleaning services, waste management; health and safety management services; grounds management services; caretaking and logistics, office space and moves services; mailing services.



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- **Service Requirements.** The requirements of the Facilities Management (FM) Services as determined by the Client.
- **Service Delivery Plan (SDP).** The document that identifies in detail what is included in the service of each of the FM Services Categories. A SDP must be prepared for each facility service and include as a minimum: risk assessments, method statements, staff organigrams and profiles or CVs of proposed staff, quality assurance systems and financial costs for the provision of the service in accordance with the Client's requirements. Service Providers should also identify within the SDP any intention to use Sub-contractors for the delivery of particular services and, if any, name of such proposed Sub-contractors.
- **Key Performance Indicators (KPIs).** A KPI is a description of a service performance required. These will be used to measure the achievement of the particular service against agreed service levels.
- **Rectification Period.** Rectification is a mechanism to enable the Service Provider to rectify a Service Failure and to avoid a Service Delivery Penalty related to an expected service level.
- **Liquidated damages.** A deduction, levied by the Client, on the Service Provider's invoice in instances where the Service Provider fails to meet agreed service levels.
- **Service Category.** A specific FM service; e.g. cleaning.
- **Service Priority.** The relative importance, defined by the Client, of specific Service Categories and tasks.
- **Service Failure.** An instance where the Service Provider does not meet the agreed service levels.
- **Additional Costs.** Sums which may be due to the Service Provider in accordance with the Frame Agreement resulting from this RFP for the provision of services, goods, equipment, materials or supplies not included in the SDPs.
- **Method Statements.** Forming part of the SDP, the Method Statements for each service will describe how a task or tasks will be completed to comply with the Service Requirements and any applicable legal and/or standards constraints, including but not limited to those relating to health and safety.
- **Service Provider's Proposal.** The consolidated response from a FM service provider to this RFP.

SECTION 5. PERFORMANCE REQUIREMENTS

The Client seeks a FM solution that is quality driven. This is to be achieved also through a Service Provider-supplied query and requests management system where, as a minimum requirement, all services delivered at a variable cost should be previously logged, approved by the Client and duly reported. This system must be transparent in order for the Client to verify that service levels are being attained at the agreed costs.



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The Service Provider will be expected to deliver all services in accordance with the service levels detailed within the relevant parts of this document. The service levels will be measured by Key Performance Indicators (KPIs).

Each KPI is monitored in relation to frequency, this states the time period over which the KPI will be monitored, and method which states how and by whom the monitoring shall be conducted.

The Service Provider shall, as a minimum, be required to prepare a monitoring report and deliver it to the Client within five (5) business days following the end of each month, with a view to facilitating the settlement of the Service Provider's invoice. The report shall take into account the monthly fixed costs, all Service Delivery Liquidated Damages previously discussed and agreed with the Client and all certified additional costs duly authorized by the Client. The report shall also include all relevant information necessary to support internal charging by the Client when applicable. The report shall be broken down by service and its format and content shall be discussed and agreed with the Client.

Service Failure will be deemed to have occurred when one or more of the service levels are not satisfied. The Service Provider may have a Rectification Period within which to address the Service Failure, failing which Service Delivery Liquidated damages will be applied by the Client. In the event of a Service Failure, the Client will have the right to make a deduction from the Service Provider's invoice. The magnitude of these deductions depends upon the Service Priority attached to the KPI corresponding to the Service Failure. Each KPI has been allocated a Service Priority, ranging from Low, to Medium, to High, to Super. This reflects the relative importance of the Service. Service Failure deductions are established with the expected service levels in each Service Category.

SECTION 7. MANAGEMENT SERVICES

7.1. Object

The aim is for the Service Provider to establish a coordinated management structure that enables appropriate and adequate supervisory and onsite management control and delivers the requirements of the contract.

7.2. Requirements

The Client requires that a dedicated Facilities Manager is always available on the premises when open for business, to act as a single point of contact for the Client. The Service Provider's management team must be able to communicate competently (speaking and writing) in both French and English languages.

The Service Provider shall maintain all records relating to the delivery of services; establish and operate Service Delivery Plans (SDP) for all categories of the Client's requirements; ensure compliance with all relevant statutory legislation and with best industry practice.

The Service Provider must be ISO 9001 certified and employ a robust and transparent quality assurance system accessible by the Client. Service Providers must describe how this



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monitoring will be achieved within the SDP. Quality assurance should be consistent with the standards defined in EN 15221-3 2011.

The Service Provider will attend monthly meetings with the Client's responsible officer(s) to review service delivery, recurring faults and suggest continuous improvements initiatives.

Client data and material must be maintained in accordance with the Client's rules, standards and procedures.

All information, documentation and records remain property of the Client.

The Service Provider will undertake in coordination with the Client, annual customer satisfaction surveys.

The Service Provider in coordination with the Client, shall monitor and maintain records of all complaints received, analyse trends and propose remedial actions where appropriate.

The Service Provider must ensure that all its personnel, across all service areas, are adequately skilled and qualified to perform the tasks to which they are assigned. The Service Provider must ensure that functions that require certified personnel have the appropriate qualifications in accordance with local legislation for the function they perform.

All Service Provider personnel with unsupervised access to the Client's premises must have received satisfactory criminal records clearance. Evidence of this clearance must be made available to the Client on request.

The Service Provider must ensure that all Service Provider personnel are properly and presentably dressed in appropriate uniforms and work wear (including protective clothes and footwear where required), displaying Client contractor ID badges at all times; maintaining an appropriate standard of personal hygiene commensurate with their allocated tasks while working in the facilities; complying with all site rules and regulations such as non-smoking policies and behaving in an appropriate and professional manner at all times when on site.

The Service Provider shall consult with the Client's responsible officer(s) regarding proposals for all new working practices, or working practices that have changed from those already agreed with the Client, before any such new or revised working practices are implemented.

A comprehensive Method Statement is required for each facility management service describing how these services will be managed and delivered in accordance with local legislative requirements and applicable standards.

SECTION 8. SERVICE REQUIREMENTS

8.1 CLEANING SERVICES.

8.1.1. Object.

The aim and objective of the Cleaning Service provision is to enable provision of a clean, safe and tidy environment consistent with industry best standards, allowing an efficient and effective use of the facilities and promoting a positive image of the premises to all its users and visitors.

Though the following section details current cleaning frequencies and methodologies, Service Providers are encouraged to propose alternative frequencies for cleaning to suit the needs of



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the Client Headquarter premises in Geneva, currently consisting of the MBT building (94, Rue de Montbrillant), the Visitors Centre (96, Rue de Montbrillant) and the Warehouse (16, Chemin de la Voie Creuse).

The required Cleaning Services have been categorized in: daily schedule and periodic schedule.

8.1.2. Daily Requirements.

a. Offices.

- Empty and clean general waste bins;
- Empty and clean the recycling paper baskets;
- Clean the Workstation;
- Clean and disinfect the telephones;
- Clean the floors according to their nature: vacuum the carpets and wash all other types of surface, using the appropriate products;
- Control the closing of windows;
- Turn off lights at workstations and where manually controlled;
- Pick up dishes, glasses and cutlery and return them to the restaurant;
- Remove finger and other stains on windows, pillars, solid walls and glass;
- Additional services are provided as needed in the offices of Management (fill decanters, clean glasses, etc.).

b. Corridors, halls, archives and printing rooms.

- Clean the floors according to their nature: vacuum the carpets and wash all other types of surface, using the appropriate products; remove dust and dirt from furniture, photocopiers, printers;
- Clean the fabrics and wood coverings in the MBT corridors next to toilets and technical rooms;
- Remove dust from all furniture in corridors and halls;
- Remove finger and other stains on doors, glass doors, solid walls and glass;
- Pick up dishes, glasses and cutlery and return them to the restaurant;
- Empty general waste bins and clean them.

c. Stairs and walkways in glass (for MBT).

- Keep steps, walkways and landings clean, remove stains, wash them if necessary, in the evening or in the morning before 08:00;
- Keep ramps and handrails clean;



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- Keep the entrance walkway clean during the day and the stairs from the ground floor to the basement and from the ground floor to the 1st floor.

d. Restrooms, showers and cloakrooms.

- Clean, wash and disinfect floors and walls (including wall tiles);
- Clean and disinfect mirrors and shelves;
- Clean and disinfect washbasins, toilet bowls, urinals and showers;
- Check the cleanness of restrooms and showers at 11:00 and 15:00 and clean if required;
- Maintain the chrome on faucets, soap dispensers, showers and other equipment;
- Clean the doors;
- Check and fill the soap dispensers at 11:00 and 15:00;
- Check and replace linens at 11:00 and 15:00;
- Refill the dispensers of toilet paper at 11:00 and 15:00;
- Check and fill the gel dispensers for cleaning the toilet bowls at 11:00 and 15:00.

e. Elevators.

- Clean the floors;
- Clean the chromes and mirrors;
- Clean the walls;
- Clean the lighting system and the phone.

f. Conference rooms, meeting rooms, reading room, classrooms.

- Remove dust from furniture and computer equipment
- Clean and disinfect the telephones microphones, earphones and other equipment;
- Empty general waste bins and clean them.
- Pick up dishes, glasses and cutlery and return them to the restaurant at 08:00 and 13:00;
- Empty the carafes and fill them with fresh water at 08:00 and 13:00, even if the rooms have not been occupied;
- Clean the floors according to their nature: vacuum the carpets and wash all other types of surface, using the appropriate products;
- Put the seats in order and rearrange the room at 08:00 and 13:00;
- In general, all conference and meeting rooms must be kept in a state of cleanliness for immediate occupancy.

g. Main entrances and basement.



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- Keep the Atrium and the entrance hall for the Visitors Centre clean vacuuming, sweeping and washing ;
- Clean glass walls and glazed walls;
- Maintain clean the roads and the sidewalks within the MBT and Visitors Centre premises, including the outside perimeter of the terrace before 08:30; empty the trash cans;
- Clean the security booths daily;
- In the basement remove waste, oil stains and excess water; frequent cleaning of the basement delivery access and the area next to the elevators.

h. Restaurant, terrace, and Medical Service.

- Clean glazed doors accessing the restaurant and the terrace during the day (3 times per day) at 08:00, 11:30 and 15:00;
- Clean, wash and disinfect the restaurant floor, remove stains, remove dust from all furniture (excluding chairs and tables) and windows;
- Clean, wash and disinfect the terrace floor, remove stains, empty garbage cans at 08:00, 11:30 and 15:00; during the summer at least once a week wash the terrace using a hydro-cleaner;
- During the summer, clean and wipe tables and chairs on the terrace at 08:00, 11:30 and 15:00;
- Empty and clean ashtrays on the terrace;
- In the Medical Service, wash floors with Incidin containing 26% glucoprotamine and door handles with isopropyl alcohol daily before 8:00.

i. Emergency stairs (inside and outside).

- Sweep (wash if necessary) the steps, maintenance of the coating (resin and or cement) with the appropriate products;
- Dust off and wash the handrails.

j. Other services.

- Collection of all the paper placed in the recycling bins. The Service Provider is responsible for the evacuation of waste paper and cartons;
- Ensure the evacuation of waste and garbage of all kinds;
- Place on every floor, a minimum of two multi-purpose recycling bins for at least pet, glass, aluminium and organic waste.

k. On site availability.

- At least one person should be available on site from 7.30 and 18.30 during working days based on the Client's working days calendar for completing on demand tasks.



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8.1.3. Periodic Requirements.

a. Warehouse.

- On a weekly basis, clean the office floor according to its nature; clean glass walls; ensure the evacuation of waste and garbage of all kinds; clean, wash and disinfect the restroom;
- Four times a year, ensure general cleaning of the warehouse.

b. Office windows, walls and glazed doors.

- Twice a year, in April and in October, outside office hours clean interior and exterior of office windows as well as fixed and movable glass walls, doors and surfaces; clean the exterior blinds and the blinds of the mobile glass walls;
- Once a year, clean interior and exterior of the glass facade of MBT, between May and June;
- Dust removal of the metal structure of the MBT roof, once a year between May and June on Saturday;
- Six times a year, clean windows and interior and exterior doors of the cafeteria.

c. Lighting fixtures and false ceilings.

- Once a year, dismantle, wash and reassemble all ceiling lights; clean and wash if required the false ceiling and vacuum the dust from the ventilation grids.

d. Carpet at the entrance of MBT.

- Remove, clean or replace if necessary.

e. Waste containers.

- Every month, clean and wash all the waste containers.

f. Snow clearing and de-icing.

- The Service Provider will monitor weather reports and forecasts and ensure that in the event of snowfall, measures are taken to ensure safe access is provided along all site access roads and pathways and to car park prior to the start of the premises day; (normal working hours start is defined as 08:00 from Monday to Friday);
- Regardless of any preventative measures taken overnight, the Service Provider will ensure that all vehicular and pedestrian access routes within the site boundaries are clear of snow and ice and are safe for all users throughout the normal business hours of the premises;
- All snow clearing and de-icing must be conducted with materials and equipment that do not damage or harm the building fabric nor pose a threat or harm to the environment.



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[8.1.4. Specific Obligations.](#)

The Service Provider shall ensure that the cleaning operations, including the products and equipment used, do not harm, damage or cause inconvenience to people or to the premises. The Client reserves the right at any time to make any changes that it deems necessary.

The Service Provider shall agree to all inspections and quality control required by the Client, the results of which shall be recorded and discussed in the monthly meetings as described in paragraph 1.2.

[8.1.5. Provision of Service Rooms.](#)

The Client shall provide the Service Provider, free of charge, equipped changing rooms and sufficient premises for the storage of cleaning materials and supplies. The Service Provider will be responsible for the order, cleanliness and security of the premises at its disposal. The Client reserves the right to carry out periodic inspections of the premises and to request any reorganization deemed necessary. In case of damage, the cost of repairing the premises will be borne by the Service Provider.

[8.1.6. Provision of Water and Electricity.](#)

The Organization shall bear all expenses resulting from the consumption of water and electricity for the execution of the cleaning services.

[8.1.7. Access Badges.](#)

The Client will issue access badges to the Service Provider staff. The badges will be valid for a fixed term and must be returned to the Client for renewal at the expiration date. The badges of staff leaving the Service Provider must be returned to the Client at the time of departure. It is understood that the Client may at any time prohibit the access to the buildings to personnel of the Service Provider without providing any further justification. The personal badge must be visible at all times inside the Client's premises.

[8.1.8. Control of Equipment and Products.](#)

The equipment used must meet the official safety standards, undergo the required periodic inspections, be effective, quiet as far as possible and not cause any damage to people or property. The products used must be composed of materials that ensure a good conservation of the treated surfaces, without presenting any danger for the users; **only ecological and environmentally friendly products should be used**. The use of slippery products, in particular, is totally prohibited.

The Service Provider will assume all the consequences, pecuniary or otherwise resulting from the use of products that have caused damage to people or property. The Service Provider shall provide at the request of the Client any sample of the products used. The Client has the right to have experts or laboratories of its choice carrying out checks or analyses of the equipment and products used by the Service Provider to ensure their quality. The costs corresponding to these controls or analyses will be charged to the Service Provider in the case of use of equipment, products or articles that do not correspond to the requirements of the Client. In

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the event any equipment or product is not in conformity with the requirements, the Service Provider is obliged to change them and will be charged with a fine commensurate to the non-compliance case.

8.2. TOILET EQUIPMENT AND SUPPLIES

8.2.1. Object.

The supply and the regular maintenance of the equipment and toilet supplies in the MBT building and Visitors Centre.

8.2.2. Requirements.

- Installation and rental of machines for rolling towels (80). Delivery of clean towels and collection of used ones (6500 per year). Alternatively, installation and rentals of (80) electric hand dryers type Dyson Airblade or similar;
- Installation, rental and maintenance of deodorant dispensers (120);
- Installation, rental and maintenance of sanitary bins (60) for women's toilets (wash and disinfect);
- Installation, rental and maintenance of soap dispensers (90);
- Installation, rental and maintenance of anti-bacterial dispensers (20) for hands disinfection;
- Installation, rental and maintenance of anti-bacterial dispensers (90) for toilet seats disinfection;
- Ecological deodorant for toilets;
- Ecological and biodegradable liquid soap (260 l per year);
- Ecological liquid anti-bacterial for hands disinfection (12 l per year);
- Ecological liquid anti-bacterial for toilet seats disinfection (70 l per year);
- Recycled paper toilet paper (840,000 m per year);
- The cleaning products used must comply with the legislation in force, particularly as regards biodegradability and respect of the environment; the Client is committed to buying only environmentally friendly products.

Approximate quantities listed above have been estimated. The Client makes no guaranties concerning the accuracy of these quantities and the Service Provider is responsible for ascertaining the accuracy and amounts in their bid return documents based on a staff count of 800 persons.

8.3. CARETAKING AND BUILDING MANAGEMENT.

8.3.1. Object.

The aim for the provision of a Caretaking and Building Management service is to offer a timely, responsive and pro-active support for the management of office space, office moves,



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movement of materials, documents and equipment within and outside the premises and to undertake a number of other ad-hoc support services, necessary for the functioning of the premises and its daily operations.

8.3.2. Requirements.

- Move furniture, equipment and effects in accordance with the Client's move schedule and other requests received from service users;
- Coordinate and manage the movement of materials, documents and equipment within and outside the premises;
- Assemble and disassemble office partitions (currently supplied by Clestra Hauserman);
- Minor repair work to building components, furniture and equipment;
- Painting of small areas and minor carpentry work;
- Install and remove banners from the front of the building when required;
- Providing physical resources and logistics services in support of ad-hoc events and meetings;
- Portage, receipt and handling of goods and equipment using the Client's forklift when required;
- Preparation of receptions including, but not limited to, furniture moves in the restaurant, the terrace and other area in the MBT building and Visitors Centre;
- Delivery of paper to photocopiers, distributed throughout the premises;
- Support in managing the central warehouse under the supervision of Client's personnel;
- Keep tidy and organised all common areas throughout the premises including the several secured area dedicated to storage in the main building.

In addition, the Service Provider shall act in such a way and deliver a Caretaking and Building Management Service that meets the following requirements:

- Any and all training costs associated with the delivery of the required services are the sole responsibility of the Service Provider;
- All work will be carried out in accordance with appropriate Swiss Standards, legislation and codes of practice;
- Ensuring compliance with the locally applicable Manual Handling Regulations and any equipment used for the provision of this Service are tested and documented as fit for its intended purpose;
- Performing all necessary risk assessments, as required by the relevant legislation, in relation to Caretaking and Building Management activities undertaken;
- Ensuring personal protective equipment is provided and maintained and replaced in accordance with legislation;
- Adherence to all relevant locally applicable health and safety legislation;



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- All products used in connection with the delivery of agreed services must be used and stored in accordance with the manufacturer's instructions and locally applicable legislation;
- Responsibility for replacing any item owned by the Client which is damaged as a result of their performance of the portorage and furniture reorganization service;

It shall be clear what resources are being provided at the premises. Curriculum Vita of proposed personnel should be provided with the proposal.

8.3.3. Resources.

The Service Provider will provide all tools, equipment and vehicles necessary to fulfil their obligations and ensure that such tools, equipment and vehicles conform and are operated to local legislative standards and best practice. Small consumables shall be purchased by the Service Provider and invoiced separately prior to an agreement with the Client.

The Service Provider will have to provide replacement, when needed, to the light bulbs and tubes installed in the ceiling in corridors, common areas and offices in each floor including parking and basement which will be invoiced separately. Special attention should be given to energy consumption and greening initiatives; led lights should be installed whenever possible. The Client reserves the right to buy light bulbs and tubes supplies directly from vendors; if the rates offered by the Service Provider are not comparable with those available to the Client. The Client also reserves the right to nominate a supplier to the Service Provider. The Service Provider will not be permitted to levy an administrative or handling charge on the supply or delivery.

Service Providers shall identify in their response the number of staff required to undertake the delivery of Caretaking and Building Management services and their working hours. Service Providers are free to devise appropriate staffing structures in order to meet the required services and to leverage synergies and efficiencies between the various Facilities Management Services provided. Notwithstanding this, the Client will require access to site based staff during normal working hours to carry out ad hoc as well as planned duties. A degree of flexibility is required on both sides, in the management of ad hoc duties, which by their nature will be unplanned.

8.4. ELECTRICAL WORKS

8.4.1. Object.

The delivery of occasional electrical works both in high and low voltage from certified electricians working in accordance with the local and national rules and regulations.

All floors are equipped with a false floor made of fibre-cement plates of 60x60 cm. The electrical installations are under the floor and accessibility is possible by removing the surface and then the plates.



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8.4.2. Requirements.

- Adaptation and installation of lighting in offices, corridors, meeting rooms and other areas;
- Adaptation of the fire detection system in offices, corridors, meeting rooms and other areas (the system currently in use is provided by Securiton);
- Cabling new badge reader (the system currently in use is provided by Siemens);
- Cabling new cameras (See Section 10, point 9);
- Network cabling for additional LAN connections;
- Cabling new electrical power for different devices, lamps, racks, ring, detectors; cabling the workstations with power and LAN and modify the switchboard.

8.5. MAILING AND COURIER SERVICES

8.5.1. Object.

The aim and objective of the mailing and courier service is the cost effective and efficient receipt and internal distribution of external mail, including courier packages and the collection, sorting re-distribution and cost-efficient dispatch of internal and external mail. The Service Provider may, as an option, determine and propose appropriate collection and distribution schedules to suit the needs of the service users.

The Service Provider will maintain sufficient records to assist the Client in monitoring and managing mailing costs, however the direct costs of mailing will be carried directly by the Client.

8.5.2. Requirements.

- Manage the arrival and sorting of mail, daily;
- Internal distribution, circulation and collection of outgoing mail, twice daily to approximately 20 drop spots in the premises; average daily volume mail incoming for circulation 350 pcs/day;
- Arrival and sorting of courier packages and diplomatic pouches;
- Update staff names on mailboxes;
- Update the software used to locate staff in different locations;
- Prepare the shipment of outgoing mail, couriers and diplomatic pouches;
- Prepare the Health Insurance pack to be delivered to UNOG;
- Provide information and support to staff when required.

In addition, the Service Provider shall act in such a way and deliver a Mailing and Courier Service that meets the following requirements:



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- Operate a mailing service that remains responsive in the delivery of the Services, ensures the prompt and efficient delivery of mail and reduces to a minimum, instances of lost or late documents;
- Ensure consistent and timely handling, sorting and delivery of internal and external mail;
- Ensure compliance with the Client's security policies in respect of mail handling procedures;
- Ensure absolute confidentiality;
- Ensure flexible service delivery;
- Ensure delivery in accordance with documented schedules;
- Maintain a safe working environment in strict adherence with local legislative requirements;
- Ensure that service operations do not interfere with the core activities of the premises;
- Comply as appropriate with the Client's recycling policy in liaison with the Client;
- Not wilfully damage or disfigure any part of the building, or its fixtures or fittings, in the course of operations;
- Ensure that all equipment and vehicles supplied and used in the delivery of services are used and comply with local legislative requirements;
- The Service Provider shall establish and maintain an efficient methodology to monitor and track the actual costs of mailing;
- The Service Provider shall take an active role in proposing cost reduction strategies to reduce the cost of mailing, transport and storage;
- The Service Provider shall establish and maintain an efficient method of facilitating the internal charging, by the Client, of actual mailing costs through an electronic reporting mechanism.

8.5.3. [Resources.](#)

The Service Provider will provide and maintain all trolleys, and other equipment and vehicles necessary to sort and distribute the mail.

Service Providers shall identify in their response the number of staff required to undertake the delivery of Mailing and Courier services and their working hours. Service Providers are free to devise appropriate staffing structures in order to meet the required services and to leverage synergies and efficiencies between the various Facilities Management Services provided. Notwithstanding this, the Client will require access to site based staff during normal working hours to carry out ad hoc as well as planned duties. A degree of flexibility is required on both sides, in the management of ad hoc duties, which by their nature will be unplanned.



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8.6. INTERIOR GARDENING SERVICES

8.6.1. Object.

The supply and regular maintenance of indoor green plants. The Client has approximately 300 green plants (of which 120 in hydro-culture vases) distributed in the offices and corridors of the MBT buildings and of the Visitor Centre.

8.6.2. Requirements.

- Fertilizing, watering, staking and pruning;
- Disease and pest management;
- Cleaning leaves and vases;
- Drain if needed;
- Supply of approximately 15 plants per year of a species to be agreed in consultation with the Client with a height of at least 140 cm;
- Supply, delivery and installation of a Christmas tree of approximately 8 m with lights and decorations.

The Client is paying more and more attention to the environmental impact of the products and services provided by the Service Provider. It is therefore requested that the Service Provider, indicates the fertilizers and pesticides intended to be used providing all necessary information on these products (composition, possible eco-labels, place of production, etc.).

8.7. EXTERIOR GARDENING SERVICES

8.7.1. Object.

The supply and regular maintenance of green outdoor plants of the MBT building and of the Visitors Centre. In particular:

- The garden, which covers an area of 63 m² and enjoys a privileged location sheltered from the wind and facing south and which contains the following plants: 1 cypress, 3 yew, 1 olive, 1 lilac of the Indies, 1 magnolia and 8 other varied species, 150 rosebushes of different varieties, 100 shrubs and 80 annual plants contained in 19 trays (100x25x25);
- The surfaces in front of the MBT and Visitors Centre buildings with several trees and laurel hedges.

8.7.2. Requirements.

- Fertilizing, watering, staking and pruning;
- Disease and pest management;
- Replacement (as needed) of diseased, broken or damaged plants;
- Regular replacement of seasonal flower (e.g. tulips, pansies, etc.);



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- Maintenance, monitoring and possible modification of the automatic watering system installed in the garden.

The soil depth of the garden is limited to about 40 cm (former basin) which means that a fully functioning automatic watering system is key to a successful maintenance of the garden.

8.8. WASTE MANAGEMENT SERVICES

8.8.1. Object.

The aims and objectives of the Waste Management service provision are to ensure the safe and legal disposal of all generated waste products from the facilities and to consequently maintain a sanitary environment for all users.

8.8.2. Requirements.

- It is envisaged that the service will typically involve the removal of waste arising from cleaning and day to day operations although the exact arrangements are to be proposed by the Service Provider;
- The Service Provider will also have to address the requirements for disposal of waste generated by all core premises functions and use of the premises including the disposal of all waste products from all its own activities in the delivery of services;
- Documentation for waste removal where required must be retained by the Service Provider to show duty of care compliance by the Client;
- The Service Provider will co-operate with (and organize where appropriate) any additional requirement by the Client to segregate waste for the purpose of increased re-cycling;
- The Service Provider will monitor and measure segregated waste and assist the Client in its efforts to reduce waste and improve the sustainability of the site. As a minimum the Service Provider will segregate and measure: paper, cardboard, plastic, glass, general waste, garden and green waste, e-waste, hazardous waste, kitchen waste;
- The Service provider will be required to prepare a monthly monitoring report and deliver it to the Client within five (5) business days following the end of each month with the segregated data of all waste produced and recycled during the period analysed;
- The Service Provider will put in place procedures and facilities to sort and measure waste, the materials mentioned above and propose policies and mechanisms to reduce consumption;
- The Service Provider shall deliver a Waste Management Service that complies with local and national legislation;
- Internal and external waste receptacles will be emptied, washed and sanitized by the Service Provider on a regular, agreed frequency basis (as proposed and agreed within the Service Provider SDP) or immediately when full;
- A program of collection will be implemented by the Service Provider to ensure that there is no accumulation of litter within the grounds at any time;



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- Waste must be stored in the premise's designated refuse collection point and stored hygienically and securely until removed from site;
- The Service Provider will dispose of waste from site on a routine basis and with a regularity that ensures vermin and other nuisances are avoided;
- The Service Provider shall play a lead role in establishing and implementing recycling strategies and cooperate with the Client in achieving agreed objectives;
- Provide medical and sanitary disposal facilities in the premises as appropriate;
- Sufficient secure waste receptacles will be provided to cater for the volume of waste generated;
- Arrange for secure disposal of all deposited confidential waste. Any subcontract arrangement by the Service Provider for the disposal of confidential waste must be supported by demonstrable evidence of compliance with the Client's requirements for secure disposal. Collection must not disrupt the functioning of the premises.

8.8.3. [Resources.](#)

The Service Provider will proceed to the payment of additional costs and recharge the Client where variable charges are applied, by volume, weight or other unit of measurement by third parties for the processing and disposal of waste. The Service Provider shall not levy any handling or administration charges on such costs.

8.9. [PEST CONTROL SERVICES](#)

8.9.1. [Object.](#)

The aim and objective of the Pest Control service provision is to maintain the premises free of pest species of public health significance or nuisance value at all times.

8.9.2. [Requirements.](#)

The Service Provider is to deal with any infestation which may arise so as to minimize the risk to public health and disruption to the operation of the Client facilities at the Geneva Headquarters.

The Service Provider shall deliver a Pest Control Service that meets the following requirements:

- Hire of specialist Service Providers to undertake pest control;
- The service shall be responsive enough to cope with incidents without jeopardizing the health and safety of the building users;
- Preventative pest control measures will be provided where required for compliance with local legislation and otherwise where necessary to ensure that the premises remain free of pests;
- When required, the Service Provider will investigate and report accordingly to the Client for every occasion where the building or grounds become subject to pest

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infestation. Action and monitoring will continue until the infestation is eradicated. This requirement applies to any infestation by any pests;

- The Service Provider will compile and maintain records of surveys and treatments initiated (including materials used in eradication) to demonstrate compliance with the local legislation and the Client's requirements;
- Measures taken must not endanger any protected species on or adjacent to the premises site;
- Toxic materials are not to be used in the treatment processes unless there is demonstrable evidence that the use of such materials provides greater overall benefit to the health and welfare of the users of the premises than the failure to employ such materials;
- When selecting the method of removing any pests, consideration shall be given to the consequences of the death and decomposition of the target species within the building structure; when selecting the method of removing and pests, consideration is to be given to situations where the target species might be confined alive and in a distressed state.

8.10. ENERGY AND UTILITIES MANAGEMENT SERVICES

8.10.1. Object.

The aim for the provision of an Energy and Utilities Management Services is to ensure the efficient, effective, safe and timely management of energy and utilities (electricity, gas and water) for the Client premises in Geneva.

8.10.2. Requirements.

- Monitor and manage energy, gas and water consumption in accordance with legislation, recognized good practice and the Client's requirements;
- In accordance with good environmentally sustainable practice, the Service Provider and the Client will collaborate jointly to reduce energy consumption. After an initial period of monitoring, energy consumption is to be benchmarked on an annual basis with the Service Provider and the Client agreeing joint plans to reduce energy;
- Assistance and technical guidance with the negotiation of new agreements with utility Service Providers to deliver the premises' s requirements;
- Effective measurement, management, reporting and monitoring of energy, gas and water consumption. The Service provider will be required to prepare a monthly monitoring report and deliver it to the Client within five (5) business days following the end of each month with the segregated data of the utilities consumption during the period analysed;.

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8.11. CCTV SURVEILLANCE SYSTEM MAINTENANCE

8.11.1. Object.

The aim is to provide specialised maintenance service for the Client CCTV system located in the Geneva Headquarters buildings to ensure its continued, uninterrupted functioning on a 24-hours basis as well as timely replacement, when required, of ageing or deficient parts and major components.

The Client currently has a CCTV system installed, which is running independently though partly sharing network resources with the access control system (Ccure) and fire detection system (provided by Securiton). It consists of:

- 2 servers with “Milestone Enterprise” software (1 Master, 1 Slave);
- 1 analytics server with “Agent VI” software (linked to the Milestone system);
- 6 POE dual-fibre attached Cisco switches with 24 or 48 ports, supporting all security equipment within the Client premises;
- Approximately 100 cameras, comprising fix, dome, PTZ, POE, 24V and 230V powered;
- 13 visualisation and monitoring workstations at different locations such as Control Centre, entrance, offices and permanent guard locations including 2 extra-large visualisation screens in the Control Centre.

Currently, a service and maintenance agreement is in place with Etavis, the only representative for Milestone Enterprise in western Switzerland.

8.11.2. Requirements.

- 24-hour on-call technical service with a guarantee of intervention on-site within 4 hours;
- Biannual preventive maintenance of all technical components and cameras;
- Licences and software required for the CCTV system maintained to the latest approved version of the manufacturer recommendations;
- Replacement of any components of the system after 5 years of service or before if required;
- Gradual replacement of all SD and 720p cameras by 4K ones or most advanced at a pace of no less than 20% of cameras replaced per year;
- Certified Axis and Milestone Advanced integrator to perform changes on the CCTV infrastructure and equipment;
- Yearly reporting of all actions performed and advance maintenance and replacement plan for 2 years in advance submitted within thirty (30) business days following the end of the year;
- Proven capacity to handle large similar contracts, track record with other international organisations or private companies;
- Capacity to source technical components and replacement parts within 48 hours.

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8.12. RADIO AND PATROLLING SYSTEM MAINTENANCE

8.12.1. Object.

The aim is to provide specialised maintenance service for the Client radio communication and patrolling system located in the Geneva headquarter building to ensure its continued, uninterrupted functioning on a 24-hours basis as well as timely replacement, when required, of ageing or deficient parts and major components and software as required.

The Client currently has a system installed (provided by Icom), comprising the following components:

- 1 base station workstation with “Cameleon Guard” software installed and dedicated to data management;
- 2 digital voice base stations;
- 1 digital repeater;
- 36 fully equipped (casing, external microphone, charging base) digital, encrypted communication radio handhelds with geo-tracking and man-down function;
- 120 geo-localisation tracking boxes at diverse locations of the building;
- 140 digital patrolling control point tags at diverse locations of the building.

8.12.2. Requirements.

- On-call technical service with the option of on-site intervention outside of the planned service-cycle in case of major dysfunction
- Biannual cleaning and preventive maintenance of all technical components, including analytics and programming of stations and handhelds;
- Software updates as required due to changes or when due as per manufacturer’s recommendation;
- Sourcing and replacement of ageing or dysfunctional components (namely but not limited to batteries, antennas, handhelds, geo-localisation boxes, patrolling control tags etc.) as required or after 5 years of service for IT components and radio and patrolling-related items;
- Yearly reporting of all actions performed and advance maintenance and replacement plan for 2 years in advance submitted within thirty (30) business days following the end of the year;
- Training, as required, for newly installed or changed components or software;
- Proven capacity to handle large similar contracts, track record with other international organisations or private companies;
- Capacity to source technical components and replacement parts within 48 hours.

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8.13. X-RAY SCANNING DEVICES MAINTENANCE

8.13.1. Object.

The aim is to provide specialised maintenance service to 2 x-ray scanners in use at the Client Headquarters premises in Geneva: 1 “VOTI XR3D-100” and 1 “RAPISCAN 620XR”.

8.13.2. Requirements.

- General maintenance, timely repair, upgrade or replacement of ageing or deficient parts, including major components and software as required;
- On-call technical service with a guarantee of intervention on-site within 24 hours;
- Preventive maintenance of all technical components every six months;
- Software updates as required due to changes or when due as per manufacturer’s recommendation;
- Replacement of the devices with similar or superior qualifications when required but no later than 6 years after installation;
- Proven capacity to handle large similar contracts, track record with other international organisations or private companies;
- Capacity to source technical components and replacement parts within 48 hours;
- Certified for the manipulation, calibration and maintenance of radioactive sources and equipment in order to perform any preventive or corrective maintenance on the devices.

8.14. ACCESS CONTROL SYSTEM MAINTENANCE

8.14.1. Object.

The aim is to provide specialised maintenance and support for the modification on the access control system. This system (provided by Siemens) has been installed in 2006 The main system is Ccure and the badge technology is Mifare. .

8.14.2. Requirements.

- Provide and install new badge reader, electrical lock and additional controller when the capacity of the existing controller is exceeded; update the Ccure software.
- Provide maintenance and repair when the SAV (Service Après Vente) is called for any problem on the installation (no exigency on the timing).
- On-call technical service with a guarantee of intervention on-site within 4 hours in case on urgent requests.



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8.15. FIRE DETECTION SYSTEM MAINTENANCE

8.15.1. Object.

The aim is to provide specialised support for the modifications on the fire detection and anti-intrusion systems. The systems (provided by Securiton) have been installed since the construction of the building and are under the main responsibility of FIPOI. FIPOI manage a maintenance contract (with Securiton) for both installations. UNHCR is only taking care of the modifications of the systems in relation to the changes of the partitions. In each case the fire detection has to be adapted and tested.

8.15.2. Requirements.

- Provide and install new fire detectors, door lights and contacts;
- Test and control all the detectors and contacts modified;
- Update the UMS software and the floor plans including all the fire detectors and anti-intrusion contacts.

SECTION 11. TECHNICAL AND FINANCIAL EVALUATION OF PROPOSALS

The overall weighting between technical and price evaluation will be as follows:

The technical component will account for 70% of the total points allocated and the financial component will account for 30% of the total points allocated.

Stage 1: Mandatory or Minimum Technical Requirements (Pass/Fail Criteria).

- a) Submission of a complete proposal for all service categories;
- b) Certification of Incorporation;
- c) At least three (3) years of work experience post incorporation.

Stage 2: The technical score must be equal to or exceed 42 of the total 70 points allocated to the technical evaluation in order to be considered technically compliant and for consideration in the financial evaluation.

The proposals will be evaluated against the following technical criteria:

- | | |
|---|-----------|
| a. Company Qualifications | 15 Points |
| b. Proposed Services, Responsiveness to the TOR | 30 Points |
| c. Proposed Personnel | 25 Points |

Note: Detailed criteria template is attached for further information.

Technical Evaluation of bidders will be undertaken on two tier basis. In the first tier, qualification and capacity of the bidder will be assessed as Facility Manager and the in second tier, capacity and qualification of the bidder or sub-contractors for each service area will be assessed. The bidder will be responsible for all coordination and management of activities undertaken through their sub-contractors, in case the company does not deal in these services itself. UNHCR will deal with the bidder or Facility Manager only and management of sub-contractors will be the sole responsibility of the Facility Manager.

Bidders who qualify during Technical evaluation as Facility Manager will be assessed further for service areas that they intend to undertake either directly or through sub-contractors. Bidders who fail to qualify as Facility Manager will be declared non-compliant and will not be assessed further.

UNHCR would prefer to select the service provider, and there for bidders are required to cover all the services mentioned above directly or through sub-contractors. Bidders that do not cover all services areas may disqualified. UNHCR, however, reserves the right to consider bidders who cover majority of the services areas, in case a situation arises where all services areas couldn't be covered through a single bidder.

Stage 3: Presentation from shortlisted bidders.

Bidders may be invited to present their proposal, should the Technical Evaluation Committee needed clarification or additional information on any part of the submitted proposal, that could not be adequately addressed through communication in writing.

SECTION 12. SERVICE LEVEL AGREEMENT AND APPLICABLE KEY PERFORMANCE INDICATORS

N	Service	Priority	Key Performance Indicator	Reporting	Method	MONITORING
1	Management services	Medium	100% availability of Facility Manager on site when open for business.	Quarterly	Manual	UNHCR
2	Management services	Super	100% on time delivery of Monitoring Reporting by the Service Provider (within five (5) business days following the end of each month).	Quarterly	Manual	UNHCR
3	Management services	High	Maintain a Customer Satisfaction of at least 80% confirmed by an annual Customer	Yearly	Online tool	UNHCR



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			Satisfaction Survey submitted to the Client's Staff.			
4	Management services	Low	Number of complaints raised for Service Provider personnel not properly dressed.	Quarterly	Manual	UNHCR
5	Management services	Super	Number of complaints raised for Service Provider personnel showing inappropriate behavior.	Quarterly	Manual	UNHCR
6	Cleaning services	High	100% availability of at least one person on site from 7.30 and 18.30 when open for business.	Quarterly	Manual	UNHCR
7	Cleaning services	High	100% on time execution of periodic requirements.	Yearly	Manual	UNHCR
8	Cleaning services	High	Number of complaints raised for daily requirements not executed effectively.	Quarterly	Manual	UNHCR
9	Caretaking and building management	High	100% availability of at least one person on site from 7.30 and 18.30 when open for business.	Quarterly	Manual	UNHCR
10	Caretaking and building management	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
11	Electrical works	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
12	Mailing and courier services	High	100% availability of at least one person on site from 7.30 and 18.30 when open for business.	Quarterly	Manual	UNHCR
13	Mailing and courier services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
14	Interior gardening services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
15	Exterior gardening services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR

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16	Waste management services	Medium	100% on time delivery of Monitoring Reporting by the Service Provider (within five (5) business days following the end of each month).	Quarterly	Manual	UNHCR
17	Waste management services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
18	Pest control services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
19	Energy and utilities management services	Medium	100% on time delivery of Monitoring Reporting by the Service Provider (within five (5) business days following the end of each month).	Quarterly	Manual	UNHCR
20	Energy and utilities management services	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
21	Cctv surveillance system maintenance	High	100% intervention on-site within 4 hours from call placed.	Quarterly	Manual	UNHCR
22	Cctv surveillance system maintenance	Medium	100% on time delivery of Monitoring Reporting by the Service Provider (within thirty (30) business days following the end of the year).	Yearly	Manual	UNHCR
23	Radio and patrolling system maintenance	Super	100% reachability for technical service	Quarterly	Manual	UNHCR
24	Radio and patrolling system maintenance	Medium	100% on time delivery of Monitoring Reporting by the Service Provider (within thirty (30) business days	Yearly	Manual	UNHCR



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			following the end of the year).			
25	Radio and patrolling system maintenance	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
26	X-ray scanning devices maintenance	Super	100% intervention on-site within 24 hours from call placed.	Quarterly	Manual	UNHCR
27	X-ray scanning devices maintenance	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
28	Access control system maintenance	High	For urgent requests, 100% intervention on-site within 4 hours from call placed.	Quarterly	Manual	UNHCR
29	Access control system maintenance	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR
30	Fire detection system maintenance	High	Number of complaints raised for services not rendered effectively.	Quarterly	Manual	UNHCR