UNHCR
The UN Refugee Agency

Annex A: Terms of Reference

E-tutoring services for UNHCR Learning Programmes:

Certification Programme in Programme Management (CPPM) Operational Data Management Learning Programme (ODMLP)

14/04/2020

Reference: 2020/RFP/009

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1 Introduction

1.1 Background

1.1.1 Introduction

The United Nations High Commissioner for Refugees (UNHCR) was established in 1950. UNHCR's mandate is to protect and assist refugees, stateless and other forcibly displaced people around the world, currently more than 80 million people globally. The organization currently employs more than 16,000 staff in a total of 138 countries.

UNHCR's Global Learning and Development center (GLDC) in Budapest offers access to a comprehensive set of learning activities to UNHCR staff across the world via the Learn and Connect (L&C) learning platform. The programme Learning Unit of the GLDC manages a number of specialized courses to capacitate the staff in various programmatic areas. These include the Certification in Programme Management and the Operational Data Management Learning Programme. These Learning Programmes are launched on yearly basis and are made available to selected learners who fulfill a set of criteria. Learners who are enrolled in the courses are expected to take a self-study component which includes submission of assignments on the topic covered in a number of modules (see details below). To ensure quality submission of the assignments, the GLDC outsources the review, scoring and provision of feedback of the submitted assignment to e-tutors.

1.2 Statement of Purpose & Objectives

1.2.1 Purpose and objectives

The purpose of this Request for Proposal is to invite service providers to submit a firm proposal for the provision of e-tutoring and related services for two learning programmes: The Certification Programme in Programme Management (CPPM) and the Operational Data Management Learning Programme (ODMLP) of UNHCR

The Objective of this service is to provide quality e-tutoring and related services for UNHCR staff/Personnel who are enrolled in the CPPM and/or ODMLP. UNHCR focal point is the Global Learning and Development Centre, located in UNHCR Headquarter, Budapest, Hungary; work is expected to be performed remotely and travel requirements are not anticipated.

E-tutoring must be delivered by qualified and experienced tutors capable of tutoring in English and desirably in French for:

- **CPPM:** up to 8 assignments and 2 forum activities related to the 9 core modules of the learning programme for a maximum of 70 learners per year.

- **ODMLP:** up to 8 assignments and 1 graduation project related to the modules learning programme for a maximum of 45 learners per year.

The participants have to submit a proposal for both eTutoring services. Partial bid will not be accepted. Detailed requirements are below.

1.2.2 Scope and focus

The CPPM is a 9-month blended programme following the formula of 9-month self-study with 9 core modules, a Trainer and Facilitation Development section and a final five-day workshop. The majority of modules are accompanied with e-tutored assignments that participants must pass in order to complete the requirements. CPPM will build on the knowledge and skills delivered through the Fundamentals of Programme Management (PM1) course.

The course is usually offered to 70 participants per year, who have proven knowledge and expertise in programme management. They are either programme staff at the professional level or have successfully completed PM1 or etutoring of PM1.

CPPM uses a competency based framework derived from the programme management job descriptions and it aims at addressing the knowledge, skills and attitudes required for a successful performance in a senior programme management function in UNHCR, it also leads to functional clearance for staff member wishing to progress to higher grades in their career with UNHCR .
The participants are located in remote and sometimes isolated UNHCR duty stations all over the world and have diverse cultural, linguistic and professional backgrounds.

The programme is designed to ensure the appropriate application of results-based management principles and methodologies in UNHCR by enabling evidence-based decision-making to inform and monitor policies and operations. In 2021, the programme is scheduled from January to October.

The ODMLP is a 9-month blended programme following the formula of 9-month self-study with 25 modules, a final five-day workshop, and a graduation project. The majority of modules are accompanied with e-tutored assignments that participants must pass in order to complete the requirements.

the course is usually offered to up to 45 participants per year, primarily targeting UNHCR staff working in the field who are involved in operational data collation, collection, and analysis; thus, staff across all functions who either produce, consume or use data.

The main objective of this cross-sectoral programme is to improve data collation, collection, and management capacity in UNHCR operations. The programme builds capacity in the design, operation, and maintenance of robust monitoring systems, as well as in the interpretation of information. This contributes to sound programming decisions and better use of assessment data.

The participants are located in remote and sometimes isolated UNHCR duty stations all over the world and have diverse cultural, linguistic and professional backgrounds.

The programme is designed to ensure the appropriate application of operational data, population statistics, registration, profiling, geographic information systems, and standards and indicators. In 2021, the programme is scheduled from April to December.

The language of the courses: The 2021 and 2022 cohorts will run only in English; thus it is essential that recruited e-tutors must be fluent in English. The capacity to provide e-tutoring in French as well is considered to be an asset.

Main phases/stages of the project with detailed description and timelines:

Phase 1: Self – Study:
Planned dates:
CPPM: JAN-OCT 2021 and JAN-OCT 2022
ODMLP: APR-DEC 2021 and APR-DEC 2022

For CPPM, learners have to complete 9 core modules of the learning programme as mandatory requirements. Each module is comprised of 1, 2 or more individual related modules. The e-tutoring is expected for up to 8 written assignments and 2 forums throughout the self-study phase of the course.

For ODMLP, learners have to complete 25 modules of the learning programme as mandatory requirements. The e-tutoring is expected for up to 8 written assignments and 1 graduation project throughout the self-study phase of the course.

The number of participants and/or assignments for external tutoring may be adjusted depending on the availability of funds.

The assignments could be in the form of providing narrative feedback, managing forum discussions, providing feedback on the use of UNHCR templates, or commenting on challenges and good practices. Some assignments might include webinar facilitated feedback in small groups. The e-tutors grade each assignment on a "pass /or rework" basis.

The content of the written assignments is developed by UNHCR, it relates to all the knowledge learners have acquired while studying their modules, learners could be also required to share their experiences from their operations. Written assignments have analytical components as well that learners are required to reflect. The assignment length can be up to 10 pages.

For CPPM, the self-study phase of the learning programme also includes a Trainer and Facilitation Development (TFDP) component, however, this specific module does not involved outsourced etutoring.

Access to the course: Learners have access to all materials of the learning programme through UNHCR`s Learn&Connect platform, where they are enrolled to their curriculum which includes the e-learning module(s) and the assignments.

Phase 2: Workshop
Planned dates:
CPPM October 2021 and October 2022
ODMLP: September 2021 and September 2022
Please note that the UNHCR Team will organize the workshops (including facilitation). The outsourced portion of the programme for both courses is only for the self-study phase (excluding the Trainer and Facilitation Development component (TFDP) for CPPM).

The workshops offers hands-on training opportunities to discuss concepts and processes and practice how to translate them into good quality programmes with UNHCR subject matter experts. For CPPM, since the learning programme includes a TFDP component, all participants will need to facilitate a session during the workshop, which will empower them to become trainers in their own operations.

List of the Modules:

The CPPM course is comprised of 9 core modules which could contain 1, 2 or more related modules. Also, there are additional modules and specialized topics within the learning programme.

The list of modules of the core learning programme and specialized modules is as follows:

- Module 1: The Multi-Functional Team (MFT) and the operations management cycle
- Module 2: Assessing the needs of persons of concern
- Module 3a: Organising the planning process
- Module 3b: Using the Results Framework
- Module 3c: Developing the Operations Plans
- Module 4a: Resource allocation and roles in budget management
- Module 4b: Managing Results-Based Budgeting
- Module 5a: Working in partnership in the new environment
- Module 5b: Selecting Partners for Project implementation
- Module 5c: Managing Project Partnership Agreement
- Module 6a: Monitoring in UNHCR
- Module 6b: Project Monitoring and Control
- Module 7: Reporting in UNHCR
- Module 8: Auditing and Closing Project Agreements
- Module 9: Raising funds and managing contributions

*Additional/Specialized thematic modules are as follows:
- Trainer and Facilitator Development Programme – TFDP
- Programming in emergencies

* Please note that the additional/specialized modules are not expected to be e-tutored

The ODMLP course is comprised of 25 modules, and are grouped under 5 themes

- Theme 1: Introduction
- Module 1: Introduction to Operational Data Management
- Theme 2: Mathematics/Statistics
- Module 2: Basic Mathematical Skills
- Module 3: Using Mathematics in Data Management
- Module 4: Introduction to UNHCR Population Statistics
- Theme 3: Planning and Monitoring
- Module 5: Annual Statistical Report (ASR)
- Module 7: Registration
- Module 8: Principles of proGres
- Module 9 :Profiling IDP Situations
- Module 10: Introduction to Geographic Information Systems
- Module 11: Introducing Standards and Indicators
- Module 12: Using Standards and Indicators in Practice
- Theme 4: Storing, Managing and Analyzing Data
- Module 13: Storing Operational Data
- Module 14: Cleansing and Analysing Data
- Module 15: Data Management Process Design –content not yet available

- Module 16: How Relational Databases Work
- Module 17: Maintaining Relational Databases
    - Theme 5: Data Gathering, Reporting and Dissemination
- Module 18: Gathering Data Using Participatory Assessments
- Module 19: Introduction to Survey Methodology Part I
- Module 20: Introduction to Survey Methodology Part II
- Module 21: Protecting Personal Data
- Module 22: Designing Data Collection Questionnaires
- Module 23: Data Visualization and Design Principles
- Module 24: Information Sharing & Dissemination – content not yet available
- Module 25: Needs Assessment

The selected service provider will be provided with access to the courses materials prior to the commencement of the course.

2 Requirements

2.1 Project title, or core requirement

UNHCR requires that the selected provider is set for the entire duration of the project and is expected to achieve the following deliverables:

Administrative deliverables:

- Recruitment and training of e-tutors in tutoring, administration, marking and counseling requirements. Train selected tutors on the content and tasks (tutoring, administration, marking and counselling requirements) in cooperation with UNHCR CPPM and ODMLP teams.
  The UNHCR CPPM and ODMLP teams will be involved in training e-tutors in specific issues related to UNHCR, UNHCR`s work with refugees, and UNHCR programme management knowledge and contexts. The service provider and the e-tutors will use UNHCR's learning management system, the Learn & Connect[1], and MS teams or other collaborative tools where necessary UNHCR training for e-tutors on modules is expected to take approximately 90 minutes per module.
- Preparing the tutor guide (grading tools or scoring rubrics) for marking the assignments and quick guides to clearly indicate the passing criteria to learners.
- Allocating participants to e-tutors.
- Monitoring the performance of the e-tutors.
- Setting course rules and regulations that underpin learning for success and uphold the credibility of learning outcomes and achievements of CPPM and ODMLP.
- Acting as the intermediary between e-tutors and UNHCR CPPM and ODMLP team if necessary.
- Resolving disputes between participants and e-tutors. Disputes that cannot be resolved may be referred to the UNHCR CPPM and ODMLP Teams.
- Sending course communications, as well as reminders and warnings to participants about deadlines.
- Submitting monthly updates and final reports to UNHCR CPPM and ODMLP Teams with recommendations on special extensions and lessons learnt, including a summary of participants' feedback.

Tutoring deliverables:

- Providing tutoring hours during the *Self – Study* Phase:
  For CPPM, for up to 8 assignments and 2 forums required to complete the 9 core modules of the learning programme for an annual maximum of 70 learners and for ODMLP, for up to 8 assignments and 1 graduation project required to complete the 25 modules of the learning programme for an annual maximum of 45 learners .
- Managing the grading of self-study assignments and providing timely and substantive feedback for 40 - 70 participants on the self-study assignments. The final number of participants will depend on availability of funds.

[1] UNHCR GLC/CPPM Team will upload the necessary materials to Learn&Connect.

- Setting standards for and monitoring e-tutoring protocols, like contacting participants a minimum of once a week, turning around marked assignments within a maximum of one week, motivating the learners and tutoring through marking and necessary feedback.
- Tracking the participants' individual progress throughout the programme and provide feedback per participant.
- Proactively notifying UNHCR of participants who are falling behind or are losing contact.
- Randomly selecting TMAs (tutor-marked assignments) for quality checks and standardization.

Vendor Requirements:

The service provider has to demonstrate ability to recruit, train and coordinate the necessary number of tutors with the required qualifications and experience in Open Distance Learning to smoothly deliver the required services.

1. **Course Coordinator/Focal Point**:

- Act as focal point and lead the provider resources and activities with close collaboration with the UNHCR CPPM Team.
- The Course Coordinator should have prior experience in project coordination and in Learning Management of Open Distance Learning, preferably for non-profit, public or governmental organisations.
- The course coordinator should have excellent coordination, administrative and communication skills and an eye for detail.
- The coordinator will be expected to coordinate meetings with e- e-tutors. Given that this person will be working with people from many cultures from all over the world, he/she should use / possess tact and diplomacy. Experience working with the UN or other international organizations is desirable, in particular in subjects related to Programme Management.
- The coordinator must be fluent in English (at least level /C1[2]) and fluency in French (level B2/C1[3]) will be an asset.
- Supervisory experience is desirable.

2. **E-tutors**:

- All the proposed e- tutors must be fluent in English (minimum level C1). French would be an asset both written and spoken (level B2/C1[4]).
- The e- tutors should have educational background and qualifications related to Programme Management and/or Humanitarian studies. Programme Management implies expertise in applying logical framework, results based management principles, project cycle, working with partners and analyzing proposals for multi-sectorial humanitarian interventions, fundraising, etc.
- The e- tutors should have working experience in programme management and/or humanitarian sector gained in non-profit, public or governmental organisations.
- The e- tutors should have prior experience in Open Distance Learning and e- tutoring including holding webinar sessions, preferably for non-profit, public or governmental organisations.
- UN experience is desirable.

[2] level of the Common European Framework of References for Languages (CEFR)
[3] level of the Common European Framework of References for Languages (CEFR)
[4] level of the Common European Framework of References for Languages (CEFR)

- E- tutors should have excellent communication skills, be adept at being both firm and approachable, and have expertise in motivating adult learners in open distance learning.
- E- tutors should also have an eye for detail and be able to keep accurate records of their communications and marking. They should be flexible, as coordinating e-tutors across time zones may require occasional teleconferences outside of normal local business hours.
- Computer literate with full access to internet.

Relevant Certificates/Qualifications can be included in the technical proposal.

Expected role of UNHCR when managing the project:

UNHCR will be responsible for the technical content of the course. An internal team will be assigned to the project: its role will be to bring functional and/or technical knowledge of UNHCR business and processes to the provider team throughout the course as needed.
In addition, the UNHCR CPPM and ODMLP Teams will be responsible for:

- Participant selection.
- Keeping some assignments for internal marking.
- Workshop administration and delivery.
- Final decision making on deferrals, expulsions, etc.
- Issuing graduation certificates.
- Validating replacement of e- tutors based on their CVs.
- Announcing the course and administer registration through the Learn&Connect platform.
- Giving accepted students access to programme in Learn&Connect.
- Setting up the course in Learn&Connect.
- Running course evaluation through the Learn&Connect platform at the end of the course.
- Maintaining regular contact with focal point of the tutoring team.

The UNHCR team will also be an escalation point for any administrative, technical or marking issues the outsourcer may have.

Project management:

The GLDC will determine and agree on concrete timelines, project milestones and deadlines with the selected service provider. The vendor is expected to provide a Course Coordinator/Focal Point to lead the provider resources and activities with close collaboration with the GLDC's CPPM Team.

Quality Assurance:

The bidders have to demonstrate and describe the quality assurance plan and mechanism they have in place to ensure consistently high quality tutoring.

Consideration:

The bidders have to demonstrate that they can provide the adequately skilled project staff to assume the responsibilities and perform the tutoring services. No substitutions will be made without prior written consent from the GLDC. The selected company shall guarantee that the services will be uninterrupted for the duration of the contract. Absences due to an emergency situation need to be approved by the GLDC and a solution agreed so that the ongoing project is not adversely affected.

Evaluation:

The evaluation of the programme (based on student questionnaire responses) and creation of the final report may be performed by either UNHCR or by the vendor. This will be decided at a later date.

2.2 Other services, required for the performance of the key requirements

- Tutors are expected to have the necessary equipment's to perform their duties. The GLDC will provide them with the access to the application tools to the learning programmes as well as the necessary training and guidance.
- No travel is required for this type of service, e-tutors are expected to work remotely from their location.
- UNHCR is not responsible for the insurance of the tutors, rather their institution/employer.

2.3 Customer Responsibilities

- Travel reimbursements (travel costs, per diem, visa, on-site transportation etc) are not applicable, as tutors are expected to work remotely and will not take part in the workshops.
- To access the course materials UNHCR will give access to the tutors to the UNHCR platform, the Learn & Connect and its assignment tool.

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

- 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
- General company qualifications & detailed demonstration of the company understanding of humanitarian sector
- Recent relevant experience in successful completion of similar projects (including tutoring, tutor coordination and distance learning programme administration)
- Three or more letters of reference, with contact information
- Demonstrated experience with tutoring learning programmes for large group of learners

3.2 Proposed Services

- Proposed approach and methodology for tutoring deliverables (eg. quality assurance of feedback mechanisms; communication principles)
- Proposed approach and methodology for administrative deliverables (eg. tutor selection and training, coordination, communication, reporting,…)

3.3 Personnel Qualifications

- Relevant academic background of tutors and languages covered
- Experience of proposed tutors, administration and project management team

The technical proposal should mirror the structure of this TOR. The volume of the technical proposal, excluding the CVs, should not exceed 15 pages.

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 C).

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex D) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 Technical Evaluation

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

Company Qualifications	• General company qualifications & number of years in tutoring business; company understanding of humanitarian sector and UN operations; capacity to deliver tutoring services	5
	• Similar tutoring references demonstrating relevant experience in specialized knowledge	5
	• Experience in learning programme administration and tutoring coordination	5
Proposed Services	• Proposed services plan: quality assurance of administrative deliverables	20
	• Proposed services plan: quality assurance of tutoring deliverables	20
Personnel Qualifications	• Experience of proposed tutors, administration and project management team; languages covered (English and French)	15
Total		**70**

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

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. if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected company and services based on user feedback, review of exam reports as well as ongoing interactions on contract management, as required.