Annex A: Terms of Reference

Supply in Emergencies


# 1 Introduction

## 1.1 Background

### 1.1.1 Introduction

This joint request is presented by the Supply Management Service (SMS) and the Global Learning and Development Centre in the Division of Human Resources (GLDC/DHR).

The GLDC/DHR has a strategic focus on several key areas:

a) Equipping teams with the necessary knowledge, skills, and behaviors to meet organizational goals and enhance performance.

b) Facilitating interactive online learning, blended and face-to-face workshops to encourage collaboration and knowledge-sharing among UNHCR staff.

c) Incorporating elements of gamification and simulations to increase motivation and engagement in practical learning activities through digital platforms.

d) Designing processes, systems, and tools leveraging state-of-the-art technologies to foster continuous learning, career development, performance management, and innovation within the organization.

The Supply function is vital for both preparedness and response during emergencies. It ensures UNHCR's mandate is fulfilled, and assistance is delivered promptly to affected populations. Additionally, new staff are often recruited during emergencies, requiring effective onboarding by teams deployed to emergencies. Therefore, it is crucial for the supply workforce to possess the necessary knowledge and expertise to facilitate this process effectively.

Continuous development of the capabilities of UNHCR's Supply workforce for emergency preparedness and response is a critical goal for both SMS and GLDC. This development ensures an efficient and effective response during emergencies, while also nurturing the skills needed for current and future challenges. This becomes especially relevant with the scaling up of operations during emergencies and the frequent declarations of emergencies, supporting the supply structure at regional Bureaux and field operations.

Supply tasks come with inherent risks, including operational, financial, and compliance risks. It falls under the responsibility of SMS to ensure that mitigation measures are in place to address these risks effectively.

### 1.2 Statement of Purpose & Objectives

#### 1.2.1 Purpose and objectives

GLDC plays a critical role in equipping the wider UNHCR workforce with specialized skills, knowledge, and expertise needed for various functions during emergency and high-security risk situations. As the global emergency context continues to evolve, training the workforce to perform effectively in unpredictable scenarios becomes paramount.

The Supply function workforce is recognized for its skills, capabilities, and innovative approaches in emergency response. Their ability to adapt to external drivers and support displaced populations is essential in meeting UNHCR's strategic goals. Central to UNHCR's preparedness and response operations is the focus on safeguarding lives, providing protection, and meeting the fundamental needs of affected populations.

In line with these objectives, the face-to-face and online training experience for supply chain management extends beyond traditional workshop-style formats. GLDC aims to incorporate modern
and innovative learning approaches, such as serious games and simulations using digital platforms. This learning experience should be adaptable, providing a training program that is versatile enough to be delivered both in person and fully online. This flexibility ensures continuity even in unforeseen circumstances that may hinder in-person training sessions.

Moreover, the training will not only focus on specific technical skills but also emphasize soft skills required for emergency situations. These include the following:

- Resilience and Stress Management
- Adaptability
- Strategic Thinking
- Critical Thinking
- Problem Solving
- Cultural Sensitivity and Empathy
- Leadership
- Communication
- Negotiation/Influencing
- Service-oriented Mindset
- Organization and Time Management
- Teamwork and Collaboration
- Emotional Intelligence

The service provider tasked with this responsibility will review and update existing learning content, methodologies, and training materials related to Supply in emergencies to ensure they remain relevant and effective. This comprehensive approach ensures that the UNHCR workforce remains prepared and capable of responding effectively to emergencies worldwide.

1.2.2 Scope and focus

UNHCR seeks to deliver immersive and gamified five-day simulation face-to-face workshops, along with two online simulation workshops, designed to enhance critical technical and soft skills for effective performance in crisis situations. The workshop aims to engage skilled supply practitioners, comprising individuals from UNHCR and standby partners. Through hands-on activities, participants will enhance their abilities in managing emergency supplies while navigating complex scenarios. The training emphasizes the development of practical expertise and collaboration among participants from diverse backgrounds to strengthen emergency response capacities.

Participants will engage in simulated humanitarian aid responses, navigating scenarios that test their abilities in teamwork, critical thinking, stress management, leadership, and prioritization. The design aims to create a safe-to-fail environment, providing participants with firsthand experience of the challenges they will encounter in the field.

The training methodology emphasizes experiential learning, supported by intervals for debriefing, feedback, self-assessment, and expert guidance. Debrief sessions offer teams the opportunity to reflect on lessons learned and receive mentorship from experts, fostering continuous improvement throughout the training.

Key outcomes of the training include:

- Enhancing the knowledge and expertise of UNHCR's Supply workforce worldwide to ensure effective preparedness and response to emergencies.
- Developing comprehensive procurement plans in alignment with evolving Procurement Policies and Administrative Instructions.
- Building the capacity of Supply workforce to address logistics challenges in emergencies through innovative and solution-oriented approaches.
• Providing in-depth understanding of the new Procurement Policy and Administrative Instructions, particularly in procurement planning, processes, emergency procurement, and revised Committee on Contract Rules.
• Fostering innovation and design thinking among participants with dedicated focus and time.
• Mainstreaming sustainable procurement processes based on UNHCR policy within the training curriculum.
2 Requirements

2.1 Core requirements.

To effectively achieve the objectives discussed, employing a game-based methodology is imperative. The contractor is encouraged to propose and utilize innovative learning techniques and technologies, including both online and face-to-face simulations, serious games/gamification, experiential learning, and team collaboration exercises. The ideal contractor will develop a modular game toolkit and resources to ensure maximum delivery flexibility.

Prior to starting the design process, the contractor must conduct an audience analysis to assess the existing knowledge, capabilities, and skills of the trainees. Considering the three-tiered structure (junior, mid-managers, and senior managers), the contractor will tailor the training to address the specific needs of each group, leveraging novel learning practices to enhance engagement and effectiveness. The contractor will oversee the entire learning design process, from scenario development to instructional design, ensuring alignment with UNHCR’s evolving emergency requirements. The contractor must also demonstrate the ability to deliver the training fully online in case face-to-face training is not feasible.

Flexibility and adaptability are critical, and the contractor should adopt an agile approach to accommodate changing needs. They should be adept at integrating diverse tools and models, either existing in the marketplace or custom-built, to suit the training’s objectives. A diverse team reflective of UNHCR’s culture and expertise in humanitarian response and supply chain management in emergencies is essential.

The contractor must provide suitable tools, whether analog (tabletop) or digital, to fulfill both short and long-term learning objectives for individuals and multifunctional teams.

2.2 Tasks and Obligations of the contractor

Task 1: Planning and research

- Conduct audience analysis in collaboration with GLDC and SMS to identify knowledge gaps and skills needed for emergency supply chain management.
- Define key training objectives based on analysis results, encompassing global supply objectives and individual skill enhancement goals.
- Prepare detailed agendas, implementation outlines, and materials for planning the training, integrating novel instructional methodologies.
- Review global supply chain standards and UN materials to ensure compliance with policies and practices.

**Timeframe:** Approximately 3 - 2 months prior to the workshop.

**Deliverables:** Audience Analysis Report; Training Objectives Document; Methodology Integration Plan; Detailed Agenda; Standards and Compliance Review Report.

Task 2: Design

- Design interactive, experiential exercises for online and face-to-face delivery, aligned with audience analysis and best practices.
- Develop individual online aptitude self-assessments and large-scale hybrid exercises for testing and practicing skills.
- Create flexible, modular scenarios with multi-level injects and open role-play opportunities.
- Collaborate with UNHCR SMEs and partners to ensure smooth course delivery and develop competency rubrics.
- Design multimedia materials supporting training objectives and skill development.

**Timeframe:** Approximately 3 - 2 months prior to the workshop.
Deliverables: Interactive Exercise Designs; Online Aptitude Self-Assessments; Online and Hybrid Exercise Plans; Game Scenario/Injects Designs; Collaboration Plans; Competency Rubric; Multimedia Material Designs.

Task 3: Development

- Design and deliver online workshop self-assessment tools and prepare large-scale hybrid modular experiential simulation exercises.
- Prepare physical materials, including game kits, for use in experiential exercises.
- Disseminate digital copies of materials to participants and conduct a pre-implementation test run.

**Timeframe:** Approximately 3 - 2 months prior to the workshop.

**Deliverables:** Online Workshop Self-Assessment Tools; Hybrid Experiential Workshop Exercises; Physical Materials Preparation; Digital Materials; Pre-Implementation Test Run.

Task 4: Delivery and facilitation.

- Provide a professional facilitation team and coordinate with facilities personnel.
- Conduct post-workshop debrief sessions and act as SME for specific areas.
- Troubleshoot technical issues during the workshop and maintain expertise in all software platforms used.

**Timeframe:** During the workshop.

**Deliverables:** Successfully conducted/facilitated workshop; Simulation Game Run; Debrief Sessions.

Task 5: Feedback and assessment.

- Provide progress feedback to participants and UNHCR team, identifying innovative methods and opportunities for improvement.
- Include online and hybrid automated capture capabilities for analytics and historical records.

**Timeframe:** Within 15 days of the workshop.

**Deliverables:** Written Feedback; Automated Capture of Capabilities; Innovative Methods and Opportunities Document.

Task 6: Quality assurance

- Keep materials up-to-date and develop a continuity plan for future use.
- Continuously evolve scenarios and multimedia materials based on real-world events and novel emergency aid problems.
- Support all materials with online documentation and multimedia instructional materials.

**Timeframe:** Within 15 days of the workshop.

**Deliverables:** Up-to-Date Materials; Continuity Plan; Scenario and Multimedia; Online Documentation and Multimedia Support.

Task 7: Evaluation

- Submit a comprehensive evaluation report within 15 days of the workshop's completion, analyzing participant evaluations and conducting an annual impact assessment.
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- Identify problem areas and offer actionable suggestions for improvement based on evaluation findings.
- Evaluate the overall success of the workshop in meeting its objectives, providing critical insights for curriculum and pedagogical approaches.

**Timeframe:** Within 45 days of the workshop.

**Deliverables:** Evaluation Report, Analysis of Participant Evaluations; Annual Impact Assessment.

### 2.3 Other responsibilities of the contractor

The selected company will be responsible for the following:

- Designate at least two individuals, a primary and secondary, to be focal persons responsible for the terms of reference above. Both persons should have the background, qualifications, and skills required to accomplish these terms of reference both facilitation skills and familiarity with the subject matter.
- Ensure that resource persons are thoroughly briefed on the workshop objectives, content, and methodology to facilitate seamless implementation.
- Provide a professional team of trained facilitators for each workshop, well-versed in the course and workshop methodology, objectives, content, and feedback processes. The number of facilitators required will be determined during the planning stage, with UNHCR consultation.
- Produce all necessary training materials, including color printing, copying, and binding of manuals, and arrange for the transportation of all associated materials to the training location.
- Submit receipts for travel expenditures incurred during workshops and preparatory missions, invoicing them separately. The contractor is responsible solely for its own travel costs and is not involved in payments to hotels or training centers.

### 2.4 Responsibilities of UNHCR (SMS and GLDC/DHR)

Both SMS and GLDC/DHR is expected to undertake the following tasks:

- Identify essential planning factors such as anticipated workshops, dates, locations, and the number of facilitators required as early as possible.
- Collaborate with the contractor to establish overarching course objectives that align with the workshop's purpose and goals.
- Determine the target participants for each workshop in consultation with the contractor, ensuring alignment with the workshop's objectives and audience needs.
- Identify and engage expert resource persons required for the workshops in consultation with the contractor, ensuring their expertise aligns with the workshop content.
- Provide overall coordination and liaison among resource persons, partners, and service providers, with the contractor offering advice and support as needed.
- Identify suitable facilities for conducting the workshops in consultation with the contractor, ensuring they meet the logistical and technical requirements for effective training delivery.
- Manage payments for meeting facilities, while clarifying that the selected contractor is not responsible for payments to hotels and other training venues.
• If travel will be required (for instance, face-to-face workshop) UNHCR, upon approval by UNHCR Manager, will reimburse the vendor’s travel costs, however, UNHCR will not accept travel costs exceeding those of an economy class ticket. Should company personnel wish to travel in a higher class, they must do so using their own resources. Under no circumstances will UNHCR's reimbursement of living expenses exceed UNHCR’s Daily Subsistence Allowance (DSA) rates for each duty station (country) for the period of each mission, and as per UNHCR DSA policy, reduced DSA rates will apply for provided meals and accommodations. This provisional amount will be payable to the supplier and will be determined during the contract implementation phase.

2.5 Other important points

The final deliverables are estimated to consist of three workshops per year, conducted in adherence to the specified formats and durations, with the acknowledgement that adaptability is crucial for addressing emergent challenges in the humanitarian context:

Workshop Formats:

• Two (2) workshops per year with a duration of 5-6 days each, conducted in a face-to-face format.
• One (1) virtual workshop per year, spanning 3-5 days, will be conducted entirely online.

Presentation of Offer:

• Offers must be comprehensive, providing a detailed breakdown of activities, timeline, and associated costs.
• The provided forms should be utilized for clarity and consistency.

Adaptability to Rapidly Evolving Emergencies:

• In case of unforeseen circumstances or emergencies during the workshop planning, the service provider is expected to demonstrate flexibility and adaptability to accommodate any necessary changes to the training agenda at short notice. These changes may include adjustments to workshop design, location, delivery modality (from face-to-face to fully online/virtual), facilitation techniques, or any other relevant components deemed necessary.

Cancellation Policy:

• UNHCR reserves the right to cancel or postpone any proposed workshop. In such cases, the contractor will be notified at the earliest opportunity.

The service provider shall be responsible for ensuring compliance with all applicable data protection and data security laws, regulations, and requirements, including but not limited to the General Data Protection Regulation (GDPR) in the European Union. This includes implementing appropriate technical and organizational measures to protect personal data processed, ensuring confidentiality, integrity, and availability of such data. Service Provider shall be responsible for contractually requiring and causing any subcontractor or other third-party service provider engaged in connection with the Services to implement and comply with data security protections.

The Supplier must maintain adequate data security and protection measures, consistent with industry standards and technologies best practices to protect UNHCR Data from unauthorized disclosure or acquisition by an unauthorized person. The data security and protection measures shall take into consideration Annex F UNHCR Special Data Protection Conditions.
2.6 Performance Evaluation

UNHCR expects to monitor the performance of the selected supplier. Emphasis will be on the quality of design and delivery, i.e., the process as well as of the final report, which should provide clear inputs to assist UNHCR in the delivery of Supply in Emergencies workshop.

The following Key Performance Indicators (KPIs) are provided as a framework to measure the Emergency Supply Training workshop effectiveness, operational efficiency, simulation performance, team building, and the practical application of skills in real-world situations. The KPIs may be adjusted or modified as needed before or during the training.

By tracking these indicators, the training sessions aim to ensure that participants are well-prepared to respond effectively to emergency situations, enhancing the overall efficiency and reliability of UNHCR’s supply chain operations in an emergency situation:

1. Training Effectiveness
   - Average daily satisfaction rating given by participants after each training session (scale of 1 to 5).
   - Quality of feedback provided by participants on their learning and application of new skills during the training.

2. Simulation Performance
   - Average scores from facilitators on how well participants assumed and executed their assigned roles in the simulation.
   - Average score on the effectiveness of participants’ responses to the simulated crisis, based on the assessment criteria.

3. Operational Efficiency
   - Percentage of correct and timely procurement actions executed during the simulation.
   - Number of errors in stock management and warehousing operations during the simulation.
   - Percentage of security protocols correctly followed during the simulation.

4. Simulation-Specific KPIs
   - Average time taken by teams to mobilize and respond to the simulated humanitarian crisis.
   - Percentage of resources allocated accurately and effectively to meet the urgent needs of refugees and IDPs.
   - Facilitator assessment of the simulated impact on refugees and IDPs.

5. Evaluation and Assessment Metrics
   - Overall average score given by facilitators based on the assessment tool.
   - Average score from participants’ self-evaluations on their performance, compared to facilitator assessments.

6. Team Building and Prioritization
   - Average score on the effectiveness of team-building exercises.
   - Percentage of correctly prioritized actions during the simulation, reflecting the use of prioritization tools learned.

7. Post-Training Outcomes
   - Percentage of participants who report implementing the training within six months.

Average score from a follow-up survey conducted six months after training, assessing the long-term impact of the training on participants’ performance.

2.7 Sustainability considerations.

UNHCR is committed to make a positive contribution to the environment and society whilst also meeting its organizational needs when purchasing goods and services.
In line with this commitment, UNHCR seeks to engage suppliers who share our dedication to environmental stewardship and social responsibility. Suppliers are encouraged to demonstrate their sustainable practices and initiatives in their proposals. UNHCR values transparency and encourages suppliers to provide relevant documentation supporting their sustainable efforts, including but not limited to certifications, policies, reports and case studies. By prioritizing collaboration with suppliers who embody these principles, UNHCR aims to not only meet its operational needs efficiently but also contribute positively to global sustainability goals.