

Annex 7: Terms of Reference

Security Management Learning Programme (SMLP), Field Safety Advisors (FSA) Workshops, and Security Capacity Development Activities

13 February 2018

Reference: RFP/2018/1058

Table of Contents

1	Introduction.....	3
1.1	Background.....	3
1.1.1	<i>Introduction</i>	3
1.2	Statement of Purpose & Objectives	4
1.2.1	<i>Purpose and objectives</i>	4
1.2.2	<i>Scope and focus</i>	4
2	Requirements.....	5
2.1	Project title, or core requirement	5
2.2	Other services, required for the performance of the key requirements.....	5
2.3	Responsibilities of the Contractor.....	6
2.4	Responsibilities of UNHCR.....	9
3	Content of the Technical Offer.....	10
3.1	Company Qualifications.....	10
3.2	Proposed Services	10
3.3	Personnel Qualifications.....	10
3.4	Vendor Registration Form	10
3.5	Applicable General Conditions	10
4	Evaluation	11
4.1	Technical Evaluation	11
5	Key Performance Indicators	12
5.1	Performance Evaluation	12

1 Introduction

1.1 Background

1.1.1 Introduction

The *Security Management Learning Programme (SMLP)* is a core security training programme, delivered by the Security Management Training Unit in UNHCR GLC, aimed at increasing the capacity of mid-level managers – most commonly heads of office in field locations – to manage risk effectively. The SMLP is a management-level learning programme designed to increase the capacity of managers to address security risk management issues in the field. It is an intensive, interactive and work-oriented training, employing a variety of methodologies, including presentation, case studies as well as group and plenary discussions. Above all, it involves extensive practical application of security risk management methods to be applied in running a UNHCR operation. The overall objective of the programme is to raise the level of security competence, confidence and awareness of UNHCR managers, in keeping with the objectives set out in the Report of the UN Steering Committee on Staff Security of 2004: that “*Security Management Training should be mandatory for all Heads of Offices; this training should be organized as a first priority.*”

Field Safety Advisor workshops combine many of the elements mentioned above with function-related training activities aimed at increasing knowledge and skills together with elevating the right professional attitude of UNHCR security professionals. The training contents will be always prepared based on findings of routine/annual training needs assessments, developments of security situation in emergency operation(s) and in other operations with dire security related needs.

Security Capacity Development Activities consist of an array of services including, *inter alia*:

- Design and development of Security Training Needs Assessments
- Design, development, and facilitation/delivery of staff development training (including workshop organization and facilitation, to material and resource design, to subject-matter test/rubric design and marking, to exercise and simulation design and development)
- Design, development, and facilitation/delivery of leadership training programmes, organisational capacity training, and professional certification training
- Design and development of Security Training Evaluations, including curriculum evaluations and participant evaluations

All three types of the training initiatives are needed to satisfy organizational needs.

1.2 Statement of Purpose & Objectives

1.2.1 Purpose and objectives

This consultancy will consist primarily of preparation and delivery of workshops planned for 2018 and beyond. This includes review of workshop content and structure, preparation of materials, and organizing, administering and facilitating the workshops to include interactive simulations and exercises. The location, venue and dates of the workshop are to be determined.

1.2.2. Scope and focus: The content areas of the workshops

The workshops will cover, *inter alia*, the following topics:

- The security environment of the current humanitarian operations
- UNHCR security policy
- Security Risk Management
- Contingency Planning
- Critical Incident Management
- Security of persons of concerns issues (including both urban and camp security issues)
- Partnership with host governments
- Other partnerships (e.g., UN agencies, NGOs, military forces)
- Resource management issues and budget planning
- Stress and other staff welfare issues
- Continuity of operations

2 Requirements

2.1 Project title, or core requirement

The SMLP workshops are designed to promote a culture of security, and foster a sense of ownership of security management among heads of office. Additionally, they aim to enhance managerial capacity to analyse situations proactively and make timely and appropriate decisions in security matters. Participants are expected to demonstrate detailed understanding of their role in the UNSMS generally, and in the security management of their operation specifically. Concrete outcomes include a greater understanding of security risk management practices, and how to apply this understanding to the UN security management system, and the ability to develop security risk management strategies that enhance operational effectiveness.

The FSA workshop will be aiming at increasing knowledge and skills together with the elevating the right professional attitude of UNHCR security professionals.

Facilitation and production of materials will be in English.

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

Scheduling:

The dates of implementation will be done constantly throughout the period covered by the contract with the external company.

Materials utilized:

A combination of visual aids (PowerPoint, video, other) and handouts as well as a venue and material (such as vehicles, communications etc.) which can be used to simulate realistic situations. The content of the courses places a premium on practical application of risk management tools and techniques that can best be practiced through real scenarios and case studies; this requires considerable development of suitable cases that are realistic, up-to-date, and relevant to the target audience.

Participants:

Participants in SMLP will number approximately 24 staff members from UNHCR, possibly with the inclusion of some partners. All or most should be Managers and staff with direct security responsibilities (Representatives, Deputies, Heads of Office, Area Security Coordinators, and FSAs/AFSAs), particularly in 'High Risk' operations. FSA workshop will primarily target the international professional security staff with the possibility to include few locally recruited security associates.

Venue:

SMLP workshops will take place in field locations (e.g. Amman, Bangkok, Nairobi, and Tunis). Each workshop will be 5 working days and will be fully residential. All this means

that a level of flexibility in scheduling the training is required from the contractor. The venues for FSA workshops will be chosen based on, inter alia, operational interests and curriculum requirements.

2.3 Responsibilities of the Contractor

The selected company will be responsible to:

- Prepare the agenda for the workshops and submit it to UNHCR DESS/GLC for review and suggestions;
- Help to identify, contact and brief the venue authorities, resource persons, back-up personnel, role-players and others for the workshop. The resource persons selected are subject to approval by UNHCR;
- Brief and ensure that the venue authorities, resource persons, role players etc. are fully aware of the workshop objectives, content and methodology;
- Prepare and supply all training materials for the workshops, including the workshop binder;
- Prepare and review the content of the materials for each workshop in order to ensure compatibility with the distance learning module and with characteristics of the area where the courses are held;
- Assume full responsibility for copying and assembly of course and related materials for participants and resource persons including transport to the training location;
- The selected company will be responsible for providing a facilitator to conduct each seminar and coordinate and direct the activities on the ground. UNHCR and the company will identify other facilitators as needed. This will be arranged at the planning stage of each workshop;
- The selected training company will cover the facilitator's own travel, accommodation and meal costs during a residential workshop.

Task 1: Review and modify existing workshop content

- Coordinate with the Security Management Training Unit (SMTU) of UNHCR's Global Learning Centre (GLC) to review the current objectives and content of the workshops;
- Review materials in use elsewhere by UNHCR, the UN, NGOs and others;
- Evaluate whether workshop materials adequately cover the objectives of the course;
- Ensure that the course agenda, the content and the training materials are adapted to the specific needs of the audience, based on their grade and experience level, and regional specificities as appropriate.
- Ensure materials reflect the latest developments within the UN, UNHCR and NGOs as concerns staff and beneficiary safety;
- Determine whether they reflect the latest developments within the UN system and the international community as related to policy making in this area;
- Ensure that materials presented in the workshop are harmonious and complementary with content of the distance learning module;
- Assist in determining the most appropriate mix of training methodologies to accomplish the objectives with the target audience.
- Make recommendations and as appropriate, modifications to existing materials, based on the tasks above.

Task 2: Review and advise on distance-learning module

- In coordination with GLC, review the structure and content of the distance learning module; to ensure appropriate and effective presentation of materials and overall compatibility with materials presented in the workshop.
- Provide advice for improvements to GLC.

Task 3: Develop original materials

- Liaise closely with GLC to develop original materials for distribution to participants before and during the workshop. This includes assignments and exercises to be completed by participants, case studies, scenarios, and other learning aids;
- Develop original ideas for interactive exercises (field-based, table-top, etc.), including simulations and role-playing, that are challenging and suited to the managerial level and agency-specific realities of the participants;
- Prepare a detailed plan for the field-based simulation, including identification of all administrative and logistic details including transportation and communication;
- Provide detailed scripts for all role-playing resource persons in simulations;
- Locally reproduce and transport materials to the workshop.

Task 4: Liaison with venue

- Liaise with the representatives of the venue to identify, and with the help of UNHCR to mobilise, sufficient resources from these authorities to run simulations and other exercises. A creative approach is required in this regard.
- Work with venue officials to develop solutions for administrative and logistic requirements of exercises and simulations, such as transportation and communications.

Task 5: Run the workshop

- Act as the workshop coordinator, administrator and facilitator throughout the event.
- As coordinator, ensure that the workshop sessions are relevant and integrated into the training as a whole.
- As facilitator, foster an enabling learning environment characterized by intellectual curiosity, mutual respect and fun, in which participants feel encouraged and challenged to participate interactively and ask challenging questions.

Task 6: Coordinate exercises and simulations

- Coordinate planning, analysis and response exercises. These may involve several different scenarios dealing with emergency and security situations.
- Prepare maps, instructions, handouts and briefings as needed to facilitate smooth flow of the exercise.
- Lead post-exercise debrief(s) designed to bring out key learning objectives.

Task 7: Act as a resource person as needed

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

Task 8: Follow-up

- Ensure follow up to the training as needed
- Provide on-going evaluation and measure indicators
- A brief evaluation report will be prepared following the completion of each workshop summarising the participant evaluations and assessing workshop strengths and weaknesses. An evaluation meeting will be held with relevant UNHCR GLC staff to assess the overall workshop, its real impact and staff improvement in terms of preparedness and response.

Task 9: Provide advice and support for a range of Security Capacity Development Activities

- Support to management of FSS and the SMTU on the development of capacity-building programmes, including workshops, online training, exercise/simulation development, and testing & marking activities
- Development of learning materials according to the agreed framework of the FSS/GLC security programme, including, inter alia, conflict resolution & negotiation material, leadership & communication material, and security & emergency material

Deliverables

- A complete compendium of course agenda, and course modules with sufficient information and detail to stage the sessions (all in electronic form and hard-copy);
- Detailed scenarios and case studies for classroom exercises;
- Detailed plan and script for field-based simulation;
- Associated products such as maps, instructions, handouts or briefings needed to support exercises or simulations;
- Identification of further resources needed to implement the workshop;
- A written evaluation report on the course content and training materials including recommendations will be produced after each workshop. The report will be discussed with the UNHCR ETSS/GLC and other relevant sections of UNHCR and form the basis for future adjustments to the course.
- The selected company will be asked to provide a proven record of their ability of facilitation and delivery and UNHCR reserves the right to conduct its own evaluation of the company's ability to facilitate and deliver subject matter.

Timeframe: 30 days following conclusion of the workshop.

2.4 UNHCR will be responsible to:

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

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

- Assume full responsibility for the content and related materials for participants and resource persons;
- Select the training location and undertake all necessary liaison with the location (bookings, arrangements for rooms, meals);
- Ensure transport to participants and UNHCR resource persons;
- Provide for the accommodation and meals of the facilitator during a residential workshop.

2.5 Other important points

- Proposed period of contract:

3 years extendable with further 1+1 year

- Presentation of Offer

Offers must clearly state and include a detailed breakdown of activities, timeframe and costs. The attached form should be used.

- UNHCR reserves the right to cancel any proposed workshop; in this event the contractor will be apprised as early as possible.

3 Content of the Technical Offer

3.1 Company Qualifications

- A description of your company with evidence of your company's capacity to perform the services required, including:
- Company profile, registration certificate and last audit reports
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the project work with founding dates
- Three or more letters of reference with contact information and supporting proposals for learning activities or exercises

3.2 Proposed Services

- A sample training agenda conforming to adult learning techniques and modalities with examples of interactive exercises;
- A sample of a product (e.g. workbook, PowerPoint presentation, etc.) that demonstrates familiarity with the UN Security Management System
- A sample of the post-workshop report.

3.3 Personnel Qualifications

- A copy of the company organigram;
- Qualifications/CV of each individual proposed for facilitation and training development (please highlight language skills especially relating to capacity in delivering English, French, Spanish, Russian and Arabic)

3.4 Vendor Registration Form

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex 12).

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services by signing this document (Annex 13) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 Technical Evaluation

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

	Technical Evaluation Criteria	Max Rating
Company qualifications	<ul style="list-style-type: none"> Service provider has proven and relevant knowledge, experience and familiarity in the field of Emergency and/or Security training related consultancy services. 	10
	<ul style="list-style-type: none"> Service provider has knowledge, experience and familiarity with the international humanitarian system, UNHCR operations, and the UN security system, including UN and UNHCR policies, practices and operating norms 	15
	<ul style="list-style-type: none"> Service provider has demonstrated experience and ability to conceive and organize training, produce materials and provide facilitation at highest quality standards, especially the development and management of interactive exercises and complex field simulations, and conduct evaluations and surveys. 	5
Proposed Services	<ul style="list-style-type: none"> The proposal for training and workshop facilitation is conceived using relevant methodologies and facilitation approaches prioritizing intellectual openness, learning, mutual respect, exchange of information and network-building applicable also in complex political and/or cross-cultural environments 	35
Personnel Qualifications	<ul style="list-style-type: none"> Service Provider has diverse personnel of different cultures and language skills (English, French, Spanish, Russian and Arabic) with demonstrated knowledge and experience in the subject matter treated in the workshops or events, in addition to the personal qualities, cross-cultural skills and technical ability to implement such initiatives. 	5
		70

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

5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected supplier.

Emphasis will be on the quality of the final report and provided clear inputs to assist UNHCR in the delivery of Security Workshops.