

Annex 8: Terms of Reference

Leadership programmes:

Emergency Team Leadership Program (ETLP)

29 January 2018

Reference: RFP/2018/1058

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1 Introduction

1.1 Background

1.1.1 Introduction

Leadership in emergencies is a key competence because the effectiveness of an emergency response is directly linked to the quality of the emergency leadership of humanitarian responders in the field. While emergency team performance is subject to a wide range of variables, experience has shown that the success of an emergency response team is inherently tied to the competence and effectiveness of its leader.

To this end, the Inter-Agency Standing Committee (IASC) Task Force on Training proposed in 2004 the creation of an Emergency Team Leadership Programme (ETLP) with the target audience for the ETLP being potential and current emergency team leaders drawn from the IASC membership. First ETLP was organized in spring 2006. By the end of 2017, 20 ETLP courses have been completed.

At the request of and in close consultation with the IASC, UNHCR serves as the institutional home for the ETLP by facilitating the tendering, overseeing the design and ensuring the delivery of the learning program.

1.2 Statement of Purpose & Objectives

1.2.1 Purpose and objectives

The consultancy will comprise the delivery of two learning programs each year for emergency team leaders of international agencies.

The overall objective of the ETLP is to provide emergency leaders with comprehensive training to strengthen the quality of leadership in humanitarian operations, support stronger coordination between agencies, and foster the development of best practice in emergency leadership and management.

1.2.2 Workshop details

- **Participants**

Each year there would be a “class” of up to 20 individuals enrolled in each of the program’s typically two workshops drawn from across the membership of the IASC. All or most should be in mid-level management positions, at the UN P4/P5 and above level or equivalent with extensive field emergency experience or expectations of imminent deployment to the field. Participation in the ETLP will be done on the basis of a distribution of places across the IASC membership using size of organization and degree of engagement in humanitarian emergency response as the primary criteria for allocation of places.

- **Competencies**

In order to achieve effective emergency team leadership, eight competencies are considered important and will be developed in the program.

1. Strategic vision
2. Ability to prioritize tasks, plan, organize and manage
3. Judgment
4. Ability to build and motivate teams
5. Ability to care for a team
6. Emotional intelligence
7. Ability to communicate and negotiate effectively
8. Ability to analyse a situation and adapt one's leadership approach

- **Design principles and criteria**

The ETLP will:

- Draw on the latest thinking on leadership and management;
- Support individual self, peer and supervisor assessment and identification of developmental needs as well as the creation of individualized learning strategies responding to individual learning styles and the basis of time available;
- Utilize a variety of assessment and learning methodologies, both individual and group that foster a community of learners. Methodologies for consideration include individual learning modules, workshops, coaching, mentoring, peer-to-peer support, games, simulations, etc.
- Make smart use of technology (email, internet, CD Rom, tele- and video-conferencing while ensuring access for participants in the program in deep field locations where access to the internet may be challenged;
- Integrate a multi-cultural and gender-sensitive perspective;
- Provide for leadership development on the basis of a long-term perspective based on career-long learning;
- Incorporate appropriate linkages to and reinforcement of other leadership and management learning programs while avoiding duplication;
- Incorporate personality-type indicators as appropriate;
- Contribute to knowledge development in the form of best practice, tools and guidance, and overall strengthening of the realm of humanitarian leadership and management.

- **Training materials**

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

- **Timeframe**

The ETLPs are anticipated to take place twice a year in 2018 – 2020, exact dates to be determined. The course primarily takes place in English with some cohorts taking place in Spanish or French. Each self-contained workshop will last 5 days and will be fully residential.

Each day will be designed flexibly around a daily four-session model, of some 90 minutes each. An additional fifth session may be planned for the evenings.

2 Requirements

2.1 *Tasks and Obligations of the contractor*

Task 1:

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

Task 2:

- Liaise closely with the UNHCR Global Learning Centre's Emergency Management Training Unit (EMTU) and relevant IASC member agencies to improve the program content and to deliver the workshop.

Task 3:

- Liaise closely with the UNHCR GLC and Emergency Services of UNHCR's Division of Emergency, Security and Supply (DESS) to update and prepare curriculum and materials for distribution to the participants, including assignments and exercises to be completed by participants. Ensure thorough review of participant results prior to the workshops to ensure adequacy of responses and tailor level of the workshop program to needs of participants.

Task 4:

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

Task 5:

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

Task 6:

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

Task 7:

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

Task 8:

- Manage planning, analysis and response exercises.

Task 9:

- Act as resource person in a variety of topics during the workshop as needed. UNHCR will normally provide a resource persons to assist with the training. Any agreement with non-UNHCR resource persons will have to be approved by UNHCR, which will cover any costs incurred.

Task 10:

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

2.2 Other responsibilities of the contractor

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

2.3 Responsibilities of UNHCR (GLC)

- Identify suitable facilities for the holding of the workshops in consultation with the contractor.
- Pay hotels/training centres other than their own accommodation costs and travel.

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

2.4 Other important points

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

Timeframe: 30 days following conclusion of the workshop

- Proposed period of contract:

3 years extendable with further 1+1 year

- Presentation of Offer

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

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

3 Content of the Technical Offer

3.1 Company Qualifications

A description of your company with evidence of your company's capacity to perform the services required, including:

- Company profile, registration certificate and last audit reports;
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the project work with founding dates;
- Three or more letters of reference, with contact information and supporting proposals for learning activities or exercises

3.2 Proposed Services

- A sample training agenda conforming to adult learning techniques and modalities with examples of interactive exercises;
- A no more than 8 minute video highlighting core leadership skills required of emergency humanitarian managers.

3.3 Personnel Qualifications

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

3.4 Vendor Registration Form

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

3.5 Applicable General Conditions

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

4 Evaluation

4.1 Technical Evaluation

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

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

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

5 Key Performance Indicators

5.1 *Performance Evaluation*

UNHCR expects to monitor the performance of the selected supplier.

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