

ANNEX A: PARTNER DECLARATION

Establishing New Partnerships

Note: The Partner Declaration has to be completed by prospective partners that are not yet registered with UNHCR Headquarters. To determine whether a prospective partner is registered, please contact epartner@unhcr.org. (Once the Partner Portal is developed, the Partner Declaration will be automated and available on the Partner Portal.)

The purpose of this declaration is to determine whether a prospective partner is committed to UNHCR's core values and its commitment to persons of concern. UNHCR will engage in partnerships with non-profit entities that are committed to UNHCR's core values and its commitment to persons of concern. An organization must have answered 'yes' to all five statements in order to engage in a partnership with UNHCR.

Establishing Partnership – Partner Declaration

UNHCR engages in partnerships with non-profit organizations and entities that are committed to UNHCR's core values and its commitment to persons of concern.

The purpose of this declaration is to determine whether the prospective partner is committed to UNHCR's core values and its commitment to persons of concern.

Partner Declaration

Please provide name of organization: _____

Please initial response to question

Yes

No

By answering yes, the organization confirms that it is not sanctioned by the UN Security Council Committee on Sanctions pursuant to resolutions 751 (1992), 1267 (1999), 1907 (2009) 1989 (2011) or any other resolutions, and that the organization has not supported and does not support, directly or indirectly, individuals and entities associated with those sanctioned by the Committee or any person involved any other manner that is prohibited by a resolution of the United Nations Security Council adopted under Chapter VII of the Charter of the United Nations.

http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml

By answering yes, the organization confirms that it is has not been charged with or been complicit in corrupt activities, including crimes against humanity and war crimes, and is not involved, nor has been involved in the past, with such activities that would render the organization unsuitable for dealing with UNHCR or working with persons of concern.

By answering yes, the organization commits that it will not discriminate against any persons of concern, regardless of their race, religion, nationality, political opinion, gender or social group.

By answering yes, the organization commits to abide by the *Principles of Partnership* as endorsed by the Global Humanitarian Platform (GHP) in July 2007. The *Principles of Partnership* are:

a) *Equality*. Equality requires mutual respect between members of

<p>the partnership irrespective of size and power. The participants must respect each other's mandate, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.</p> <p>b) <i>Transparency.</i> Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust amount organizations.</p> <p>c) <i>Result-orientated approach.</i> Effective humanitarian action must be reality-based and action orientated. This requires result-orientated coordination based on effective capabilities and concrete operational capacities.</p> <p>d) <i>Responsibility.</i> Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.</p> <p>e) <i>Complementarity.</i> The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.</p>		
<p>By answering yes, the organization confirms that it is willing to comply with all clauses of the UNHCR Project Partnership Agreement when implementing UNHCR-funded Projects.</p>		

I declare, as an official representative of the above-named organization, that the information provided in these declarations and expression of interest is complete and accurate, and I understand that it is subject to UNHCR verification.

Signature _____
Name/title of the duly authorized partner representative _____
Name of the partner _____
Date _____

ANNEX B
STATEMENT OF WORK AND TERMS OF REFERENCE (TOR)

**FOR THE PROVISION OF COURSE DESIGN AND DEVELOPMENT SERVICES
FOR THE CERTIFICATION PROGRAMME FOR SUPPLY CHAIN MANAGEMENT
IN UNHCR**

UNHCR's Global Learning Development Centre (GLDC) is seeking for a partnership with Educational Institutions and/or Research Organisations which are involved in design and development of educational programmes for Supply Chain Management. The purpose of partnership is joint design and development of the Certification Programme for Supply Chain Management (CP-SCM) for UNHCR that meets the detailed requirements mentioned below.

Background information

The purpose of this project is to develop the learning package for the CP-SCM. The CP-SCM, also known as the Supply Chain Management Learning Programme Level Two, is based on the Supply Chain Learning Programme Level One (SCLP-1). The CP-SCM is part of a broader Functional Certification Programme (FCP) at UNHCR.

The overall goal of the learning programme is to equip Supply staff with the knowledge and skills necessary to perform their responsibilities (including the fulfilment of Supply managerial and oversight functions for managers in Supply) with efficiency, effectiveness and confidence, underpinned by the relevant knowledge and skills.

The objective of CP-SCM is to focus on more complex Supply content, based on existing challenges, strategy and decision-making with management soft skills integrated.

The learning outcomes are:

- standardisation of functional clearance across the Supply Management function within the organization;
- improved operational performance in Supply Management, and consequently, services to UNHCR's Persons of Concern;
- increased accountability related to supply management;
- support for reasonable career planning and progression as well as cross-functional and lateral moves into Supply Management functions.

Participants:

The primary audience of the programme will mostly be at the 'middle management' level, i.e. International Professional Staff Category: P3-P4 level (or National Professional Officer Equivalent at

the NOC-NOD level) - and occasionally at the General Service category, and other categories of staff as shall be defined by the UNHCR from time to time.

Potential additional audience may include non-Supply officers interested in the subject matter or who plan to be certified at a later stage as well as external partners who could benefit from understanding the Supply Chain Management and Procurement Process of UNHCR.

Learners will be sufficiently briefed by UNHCR as to the importance of going through the programme and its direct relevance to the learner's job and performance on the job. Learners would have basic computing skills and a working knowledge of computer functionalities.

Programme design- current format:

Informed by a two-phase training needs analysis (TNA) involving staff both at headquarters and in the field, the CP-SCM learning Programme is designed as a blended learning course with both online (eLearning and paper-based reading materials) and case study assignment related to the modules of the CP-SCM.

The TNA covered the following levels:

1. **Organizational:** at this level, the assessment and analysis focused on UNHCR's priorities and learning needs with specific consideration for the Supply Management functional certification. The analysis covered strategic priorities, staffing needs, reports, policies related to supply; management support (financial and human resources, moral support, etc.); enabling environment (culture, policy, systems and tools) in support of learning and its application;
2. **Task:** the analysis focused on the roles and responsibilities of staff whose functions entail managing Supply. Job descriptions as well as terms of references were reviewed and analysed;
3. **Individual / Learners:** At this level, the analysis directly involved staff currently serving as supply managers both at HQ and in the field.

Based on the outcomes of the TNA, the learning programme was designed as follows:

Delivery Modality:

This is a blended learning programme with

- a. Online learning containing
 - i. individual and self-paced learning:
 1. eLearning as well as online reading material;
 2. audio, videos, simulations, etc.;
 3. individual tutor assignments and assessments.
 - ii. syndicated learning
 1. information dissemination, questions and answers, etc.;
 2. assignments with eTutoring to foster interaction with and amongst the learners.



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Content Structure

Content was designed as modules. Modularization encourages bite-size and scenario-based learning as well as the possibility of content re-use. Each module was integrated into the certification programme, but also available as stand-alone learning objects. At the end of each module, there is a knowledge-based assessment. There are 5 Supply-related modules, namely:

- a. Supply Chain Management;
- b. Managing Procurement;
- c. Transport and Delivery;
- d. Warehouse and Inventory Management;
- e. Managing UNHCR Assets

Content pitch, level and presentation:

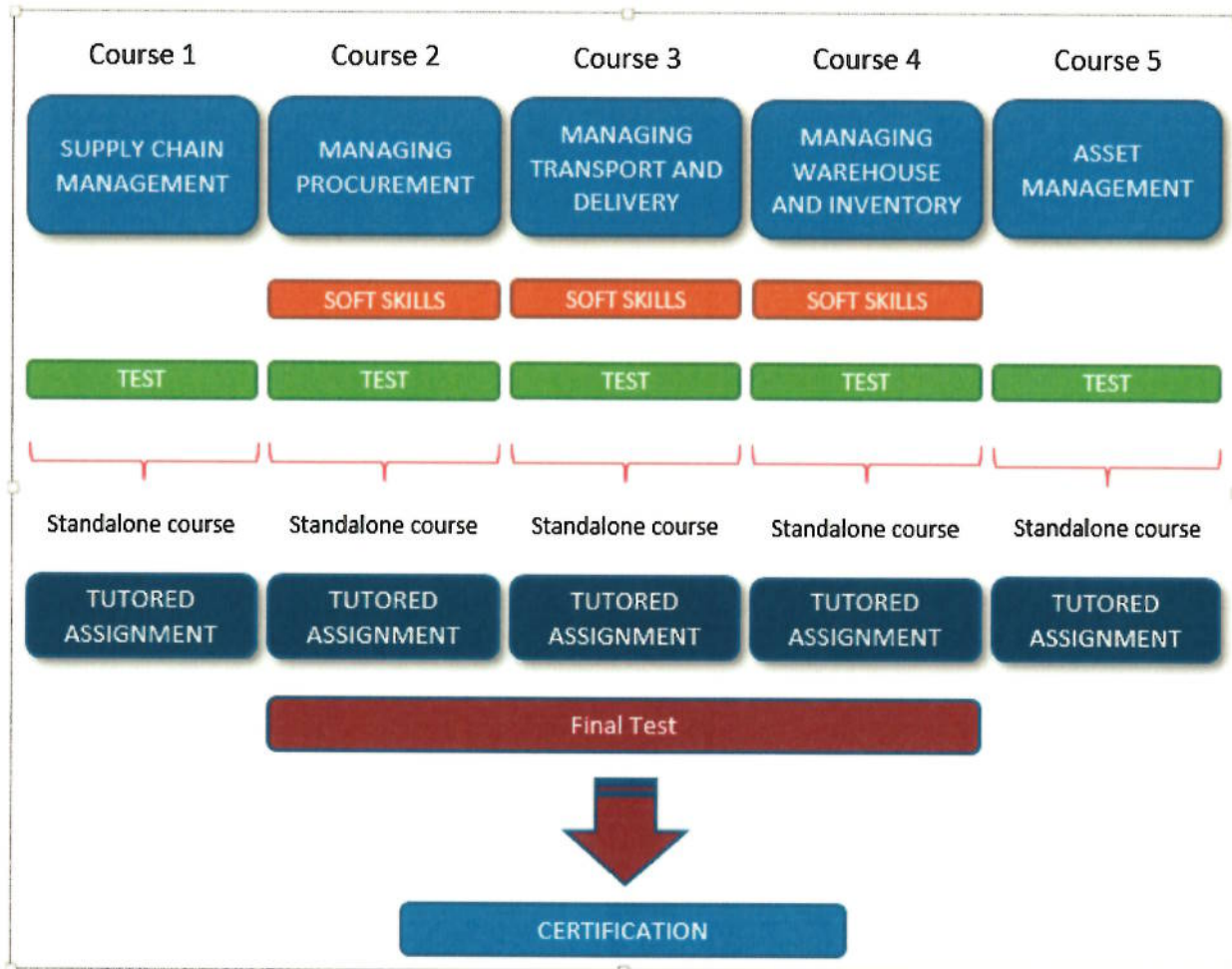
Whereas the SCLP-1 focuses on fundamentals and transactional contents, the CP-SCM (Certification) focuses on managerial and oversight of Supply Management functions. Therefore, the contents are in the form of real-life scenarios from the field. The scenarios aim to help learners to analyse, strategize and solve managerial and oversight related problems. Case-studies are frequently used. The content makes reference to, as well as draw on the fundamental concepts from Level 1.

Access and Availability:

The CP-SCM is accessible and available as follows:

- a. As a certification:
In this case:
 - i. Learners will be required to complete all modules, associated learning activities and assessments successfully in order to be certified and by extension be functionally cleared.
 - ii. Enrolment into the certification programme will be managed by GLDC and Supply Management Service of the Division of Emergency, Security and Supply, DESS.
- b. As Stand Alone:
 - All modules of the programme will be made available to all UNHCR staff as stand-alone modules.
 - iii. This way, learners who are not enrolled in the entire certification programme could access and complete individual modules or parts thereof, consistent with their immediate needs.
 - iv. Learning Activities (such as assignments with eTutoring, webinars
 - v. Will not be required for the completion of individual stand-alone modules. The only requirement for completion of a Module will be passing the final programme's assessment.
 - vi. As access to the standalone modules will be open, learners will only have to request appropriate modules on Learn & Connect to be enrolled and begin learning.

The Structure of current Certification Programme for Supply Chain Management (CP-SCM)



Learning Assessment

For the purpose of this work, the focus will be on designing and developing learning assessments as follows:

- Selected-response tests (such as Multiple Choice Questions).
Tests will be administered at the end of each of the five self-study modules. These are aimed at assessing achievement of knowledge-based learning objectives. For each Module, a bank



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of test questions will need to be developed from which questions will be randomly drawn for the actual test.

- Assignments.

These could comprise a short case-based essay-type of questions. Assignments are aimed at assessing and supporting the achievement of skills-based learning objectives, should be practical and relevant to learners' job tasks. They should be administered at distance, using education technology tools. Each case study should include the actual task and marking guides to be used by tutors to grade and provide feedback to learners. Assignments are relatively resource-intensive in that they require considerable time of learner and tutor.

- Final assessment.

Those who have passed the knowledge tests and the assignments qualify to undertake the final assessment. The aim of this step is for the learner to demonstrate acquired skills or in other words to show level of achievement of skills-based learning objectives. It could consist of a combination of similar tasks learners have gone through the assignments. A bank of questions will need to be developed to enable variability across cohorts as well as for two retakes of the final assessment.

The Global Learning Development Centre has guidance on assessment as well as a number of education technologies that can be used to administer both selected-response tests and open-ended essay-type of questions.

The learner needs to answer 80% of the questions correctly in order to pass the module. In case of failure, there are two opportunities offered for retake. If the learner fails both retakes, s/he has to re-do the module.

The completion of the module-end multiple choice test is followed by a case study which comprises of a complex situation elaborating on the topic of the given module. The case study needs to employ the learners' management skills and decision making strategies. Short essay questions will be asked at the end of the case study the correctness of which will be determined by the e-Tutors of the Supply Chain Management functional area based on a detailed marking guide. The learner needs to pass both the multiple choice test and the assignments based on the case study in order to mark the module completed.

The learning programme will be closed by a final discrete-item test that covers the learning material of all the five proposed modules.

Certification

Learners who pass all the five modules and the final test shall receive Certification which replaces functional clearance. The final document (Certificate) of the Certification process will be endorsed by both UNHCR and Partner. The assessment of the final test of the Programme will be undertaken by Partner. For this purpose, the Partner will be provided with access to both SCLP 1 and CP-SCM modules.

Delivery modality: Since most of CP-SCM participants are located in remote and sometimes isolated UNHCR duty stations, the programme is planned to be exclusively on-line. Each course is to include paper-based learning module, test for the paper based learning module and case study that will facilitate participants to put into practice the learning from the managerial elements of the programme.

The language of the Programme: English.

Estimated number of learners: approximately 80 learners to be divided into two cohorts per annum.

Estimated learning time: 4-5 months per cohort.

Access to the course: Selected learners have access to the learning programme through Learn & Connect - UNHCR's Learning Management System/Platform) - where they are assigned to their curriculum which includes the online learning modules, tests and the assignments. The access will be shared with the selected Partner.

Content:

UNHCR will provide the selected Partner with the content for this course in the format of policy documents, concept papers, analyses and sample forms. At the same time, the Partner will be able to travel to the field to observe and consult subject matter experts (SMEs) when necessary throughout the development of the course.

Media:

UNHCR will offer photographs, and video to be used for this project via media <http://media.unhcr.org> and <https://www.flickr.com/photos/unhcr> as well as supply specific graphics (logos, sample documents.) if required and requested by Partner. Additional media necessary for course development will be supplied by the Partner.

Management:

UNHCR will nominate a focal/contact point from the Global Learning Development Centre (GLDC) for all business requirement undertakings. The Project Manager/s will be the focal point for all business requirements and reach out to other UNHCR resources or other external sourcing providers as required. This resource person will be responsible for approving solution design, story boards (if applicable), including baseline project plans.

Roles and responsibilities.

Partner shall be responsible for:

- Submitting a project plan
- Designing, developing and integrating courses in the learning programme for at least 5 modules
- Developing tests for the proposed 5 modules (20 questions/module);
- Development of 5 assignments of 3 pages/ 900 words each;
- Based on inputs from UNHCR, jointly develop the final test for all 5 modules

- Implement the evaluation of the final test;
 - Submitting the final product and source files to UNHCR
 - Endorsing the Certificate together with UNHCR.
1. **Paper based module** for each course should contain:
 - a. Design of learning course on managerial function of Supply staff.
 - b. Development of learning course and clearance with UNHCR.
 - c. The estimated number of pages per learning course is 40 (12,000 words)
 - d. Development of test of 20 questions and relevant to each course's materials.
 - e. 4 questions should include "yes" and "no" answers.
 - f. 16 questions should be developed with multiple choice answers (4 answers each).
 2. **Case study** for each course should contain:
 - a. Design of case to include managerial function of Supply Staff in close cooperation with the agreed UNHCR's Field Offices.
 - b. Development of case study based on real field situations.
 - c. The estimated number of pages 3 per learning course (900 words each page).
 - d. Development of check list for evaluation of the case study.
 - e. Estimated 10 topics should be included in the evaluation check list.
 - f. Communication and evaluation of case study should be based on eTutoring.
 3. **eTutoring:**
 - a. Partner should have experience in eTutoring blended learning programmes.
 - b. Relevant certificates/qualifications/proofs/references shall be included in the call for expression of interest.
 - c. Tutors should be fluent in written and spoken English Language.
 - d. Partner should suggest number of tutors required for 80 learners a year.
 - e. Partner should describe the quality assurance plan and mechanism in place to ensure consistently high quality and timely feedback given to learners.
 - f. Partner shall guarantee that the services will be uninterrupted for the duration up to the end of 2020.
 4. **Final test/Certification.**
 - a. Partner jointly with UNHCR shall discuss and agree on the final test for CP-SCM.
 - b. The final test should include estimated XXX number of questions (minimum 100) and answers for all the proposed 5 modules of CP-SCM (20 changeable questions per final test).
 - c. Though the final test will be available on-line, Partner together with UNHCR shall monitor and follow up progress of learners.
 - d. Partner together with UNHCR confirm the list of learners which successfully pass the test and issues a Certificate on completion of CP-SCM.
 - e. Certificate shall include signatures, stamps and logos of both UNHCR and Partner.

UNHCR will be responsible for the following:

- Guidelines and information for development of the course/case studies.
- Branding guidelines for the purpose of design of learning materials.



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- Assistance to visit UNHCR's field offices for the purpose to elaborate content materials for modules and relevant case studies mentioned above, if required.
- Reviewing and signing off of the following:
 - o Project plan
 - o Learning materials/assignments/tests 1st draft
 - o Learning materials/assignments/tests Final Version
 - o Final test for CP-SCM

All interested partners will be provided access to SCLP1 to familiarise themselves with the modules of the programme.

Deliverables and milestones:

Phase	Action	Indicative deadlines
Analysis phase	Posting EOI on Partner Portal and directly contacting/advising potential partners to respond	28 June 2019
	Responding to queries raised during floating window	28 June 2019 through 19 July 2019
	Closure of EOI	19 August 2019
	UNHCR evaluates Concept Notes	16 September 2019
	Decision results communicated to applicants	30 September 2019
	Initial kick-off phone meeting between UNHCR and Partner. Discussion with recommended/selected on details of Budget and Project	30 October 2019
	Project Partnership Agreement with Partner signed	02 January 2020
	UNHCR provides comments and signs off sample material	TBA
	Partner sends a first draft of written learning material and case study for UNHCR's comments	TBA
	UNHCR to submit final changes to Partner after in-house quality assurance review	TBA
	Partner submits final version of course materials/ assignments/case study including source files as well as marking guides	TBA
	Partner develops learning assessments including selected-response tests, assignments and final test for all five modules	TBA
	UNHCR reviews and approves the evaluation	TBA
	UNHCR uploads materials to LMS	TBA
	First cohort is launched	February 2020

Quality Assurance:

Partners shall have to demonstrate and describe the quality assurance plan and mechanism they have in place to ensure consistently high quality and timely feedback given to learners, measures for continuity, and detection of plagiarism.



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Consideration:

Partners shall be required to demonstrate that they can provide the adequately skilled people to assume the responsibilities and perform e-tutoring services. No substitutions will be made without prior written consent from the GLDC. The Partner shall guarantee that the services shall be uninterrupted up to the end of 2020. 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.

Summary and Financial Offer:

The UNHCR therefore requests Educational Institutions and/or Research Organizations to propose a description of Concepts and Financial Offer related to this Project

Below are the Financial Offer requirements.

- Estimated cost for development of each of the proposed 5 modules (40 pages/300 words per page/ for each module);
- E-Tutoring, including 4 revisions of 5 assignments/case studies to be noted as passed/failed as shall be proposed, and for 80 participants to the programme per annum;
- Assignments shall also be considered as criteria for evaluation – estimated cost of the assignment/ 2 pages/400 words per page/per each assignment;
- The selected Partner would be required to spend at least 2 days in Budapest, Hungary per annum to discuss with UNHCR issues that come up based on analysis of bottlenecks faced by learners in completing their assignments and tests;
- Estimated costs of revision of modules, of about 20% of the content, for 7 working days;
- Estimated costs of Mission per person to a given destination - Amman, Jordan;
- Estimated costs for Test Bank of 100 multiple choice single answer questions.

Prospective partners are advised to note that the weighting of the complete offer would be weighted and accepted as **40% and 60% for the Financial and the Technical parts respectively**, as described in Annex "C".

Financial Offer

	Description	Unit of Measure	Est. Unit Cost	Total est. cost
1	Estimated cost for development of each of the proposed 5 modules	40 pages/300 words per page/ for each of the modules (paper-based)		
2	E-Tutoring, including	For feedback of 5 assignments/case studies to be noted as passed/failed as		



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		shall be proposed for the 80 participants to the programme per annum;		
3	Estimated cost of preparing new assignments	2 pages/400 words per page/per each assignment for 80 participants/annum		
4	Estimated cost of travel and at least 2 days' stay in Budapest, Hungary per annum	Ticket and other costs (please specify as applicable)		
5	Estimated costs of revision of each of the 5 modules	About 20% of the content, for 7 working days		
6	Estimated costs of Mission per person (given destination)	Amman, Jordan		
7	Estimated costs for Test Bank (20 questions per module)	100 multiple choice single answer questions per module		
GRAND TOTAL				

ANNEX C: CALL FOR EXPRESSION OF INTEREST

Note: The purpose of the **Call for Expression of Interest (EOI)** is to solicit interest from existing or prospective partners that wish to participate in a UNHCR operation and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as agreed in a **Partnership Agreement (PA)**.

UNHCR's Global Learning Development Centre (GLDC) is seeking for a partnership with Educational Institutions and/or Research Organisations that are involved in design and development of educational programmes for Supply Chain Management. The purpose of partnership is joint design and development of the Certification Programme for Supply Chain Management (CP-SCM) for UNHCR that meets the detailed requirements as per attached Terms of Reference (Annex B).

CALL FOR EXPRESSION OF INTEREST No.

Project Title and Identification: PROVISION OF COURSE DESIGN AND DEVELOPMENT SERVICES FOR THE CERTIFICATION PROGRAMME FOR SUPPLY CHAIN MANAGEMENT		Project Location: BUDAPEST, HUNGARY
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Background of the Project:

The purpose of this project is to develop a learning package for the CP-SCM. The CP-SCM, also known as the Supply Chain Management Learning Programme Level Two, is based on the Supply Chain Learning Programme Level One (SCLP-1) which was developed by the UNHCR. The CP-SCM is part of a broader Functional Certification Programme (FCP) at UNHCR.

Goal/Objective, Expected Outcome and Main Activities:

The overall goal of the learning Programme is to equip Supply Management staff with the knowledge and skills necessary to perform their responsibilities (including the fulfilment of Supply managerial and oversight functions for managers in Supply) with efficiency, effectiveness and confidence, underpinned by the relevant knowledge and skills.

The objective of CP-SCM is to focus on more complex Supply content, based on existing challenges, strategy and decision-making with management soft skills integrated.

Beneficiaries:

80 UNHCR Staff members per year

Project Period:

1 January 2020 – 31 December 2020

Deadlines:

19 July 2019 for Questions and Answers

19 August 2019 Closing date for Proposals Submission

Date Decision Results to be Communicated to Applicants:

30 September 2019

Technical Offer : Selection Criteria to be used after Best-Fit Partner is selected by UNHCR

	Criteria Description:	Assigned Weighting:
Formal	a. Audit report for last 2 years.	10%
		10%
		Submission of documents a) to

Requirements:	<ul style="list-style-type: none"> b. Financial statements for last 2 years. c. Registration certificate. d. Signed Partner Declaration (Annex A) 	<p>10%</p> <p>10%</p>	<p>c) in this Section is compulsory.</p> <p>40%</p>
Performance requirements	<ul style="list-style-type: none"> a. Financial Offer b. Contribution of Partner <p><u>Paper based modules</u></p> <ul style="list-style-type: none"> c. Outline of design and development process, tools, methods to ensure case studies remain current d. Outline of the test development process e. Relevant certificates/qualifications/proofs/references included <p><u>Case studies</u></p> <ul style="list-style-type: none"> f. Outline of design and development process g. Outline of development of assignment and marking rubrics h. Relevant certificates/qualifications/proofs/references included <p><u>eTutoring</u></p> <ul style="list-style-type: none"> i. Outline of eTutoring approach j. Quality assurance mechanism for uninterrupted services up to 2020, measures to ensure continuity, detection of plagiarism k. Relevant certificates/qualifications/proofs/references included 	<p>4%</p> <p>2%</p> <p>3%</p> <p>3%</p> <p>2%</p> <p>3%</p> <p>3%</p> <p>2%</p> <p>3%</p> <p>3%</p> <p>2%</p>	<p>30%</p>
Institutional experience	<ul style="list-style-type: none"> a. Experience of similar projects including with UN Agencies and/or International Organizations b. CVs of Developers, eTutors, Project Manager 	<p>15%</p> <p>10%</p>	<p>25%</p>
Certification	<ul style="list-style-type: none"> a. Ability to issue jointly with UNHCR a Certificate on completion of CP-SCM 	<p>5%</p>	<p>5%</p>

IMPORTANT:

THE QUESTIONS AND OFFERS SHOULD NOT BE SUBMITTED TO ANY OF UNHCR STAFF MEMBERS.

- A) PLEASE SEND ALL YOUR QUERIES TO GENERIC E-MAIL ADDRESS WHICH IS MENTIONED BELOW WITH SUBJECT: SUPPLY CHAIN MANAGEMENT CERTIFICATION PROGRAMME, BY THE DEADLINE INDICATED IN THIS DOCUMENT.

HQGLCSCM@unhcr.org

- B) PLEASE SEND YOUR SUBMISSIONS/PROPOSALS ONLY THROUGH THE PARTNERSHIP PORTAL WITH SUBJECT: SUPPLY CHAIN MANAGEMENT CERTIFICATION PROGRAMME, BY THE DEADLINE INDICATED IN THIS DOCUMENT.

NOTE THAT ANY SUBMISSIONS/PROPOSALS SENT THROUGH ANY OTHER MEANS SHALL BE DISQUALIFIED.

Attachments: Annex A (Partner Declaration), Annex B (Terms of Reference); Annex D (Concept Note).

For the Concept Note to be considered, it is compulsory that the prospective Partner submits the following documents:-

- 1) Audit Report for last 2 years;
- 2) Financial Statements for last 2 years;
- 3) Registration Certificate; and
- 4) Signed Partner Declaration (Annex A).

Please note that submission of these documents is mandatory. Failure to submit shall lead to disqualification.

The minimum threshold score for the Technical Offer is 80%. Hence, the UNHCR will not consider the Financial Offer(s) from any potential partner who does not attain this minimum score.

Issuing UNHCR Office

Global Learning Centre, UNHCR Budapest

Contact Email Address

HQGLCSCM@unhcr.org

Signature, Head of GLC

Name:

Shoko Shimosawa

Date:

ANNEX D: CONCEPT NOTE [TO BE SUBMITTED BY PARTNER]

Note: The purpose of the **Concept Note** is for the partner to express interest and demonstrate its unique advantage and value added for undertaking the **Partnership Agreement (PA)**.

The **Concept Note** is not a full and well-defined description of a **Project**. The detailed **Project** and its budget will be fully elaborated after the partner is selected. The **Concept Note** is to help UNHCR to better understand and select the **Best-Fit Partner** for a specific **Project**.

Prospective or existing partners may submit a **Concept Note** to propose an initiative or as a response to a **Call for Expression of Interest (EOI)** issued by UNHCR. A sample template for a **Concept Note** is below.

CONCEPT NOTE		
(A detailed project description is not required unless requested by UNHCR)		
	Tick if applicable	Identification Number
Proposal in response to UNHCR Call for Expression of Interest		
Partner Initiated Concept Note		
Name of Organization:		
Contact Information and Address:		
Project Location:		
Submitted to UNHCR Office:		
Project Goal and Envisaged Outcomes		
Brief description of the how the proposed project will achieve its expected outcome, including new initiatives if applicable		
Background and Rationale		
Please describe the unique advantage your organization brings to the project for achieving the desired outcome for the persons of concern.		
Methodology and approach		
Brief description of the activities, methodology and approach to be used for the project to address the need and achieve the desired outcome for the persons of concern. Describe how the methodology and approach links/complements UNHCR's objectives for the persons of concern, including a description of how your organization would monitor project progress. Indicate whether any other partner(s) or contractor(s) will be used in the delivery of the project activities.		
Resources		
Brief description of how the required resources would be mobilized and the estimated total cost of the project, including total funding to be requested from UNHCR, the organization's contribution (financial and/or in-kind) as well as any contributions by other donors. Please provide number of projects and resources currently managed.		
Technical capacity		
Brief description of the distinctive technical capacity and strengths, including past experiences, to deliver the desired outcome of this project. Brief description of areas of improvement for which the organization may require support.		

Expectations

Brief description of the partner's expectations of UNHCR for the successful implementation of this project.

Other

Any other information the organization would like to provide to UNHCR.

Signature

Name/title of the duly authorized Partner

Representative

Name of the Partner

Date
